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Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2013 to 30 June 2014

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2013 to 30 June 2014, which amounts to $478,224,000, exclusive of budgeted voluntary contributions in kind in the amount of $52,800.

The estimated resource requirements represent a 3.7 per cent ($18,181,000) reduction when compared with the 2012/13 budgetary level, owing largely to the drawdown of the military component of the Mission. The budget also contains proposals for the reconfiguration of the organizational and administrative structure of the Mission in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, which reflects the reduction of 30 international and 111 national posts and positions. Pursuant to Council resolution 2066 (2012), UNMIL will continue to support the Government of Liberia in the context of the Mission's gradual drawdown and will seek to address critical gaps to facilitate a successful transition.

The budget provides for the deployment of 5,916 military personnel, including 5,783 military contingent personnel and 133 military observers, 1,795 police personnel, including 498 United Nations police officers, 1,265 formed police personnel and 32 Government-provided personnel; 485 international and 954 national staff, inclusive of 69 National Professional Officers, as well as 237 United Nations Volunteers.

The total resource requirements for UNMIL for the financial period from 1 July 2013 to 30 June 2014 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized by component (security, rule of law, consolidation of democratic governance and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2011/12)*	*Apportionment (2012/13)*	*Cost estimates (2013/14)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	237 931.6	231 888.2	204 003.1	(27 885.1)	(12.0)
Civilian personnel	125 065.4	120 415.7	123 918.3	3 502.6	2.9
Operational costs	159 920.2	144 101.1	150 302.6	6 201.5	4.3
Gross requirements	**522 917.2**	**496 405.0**	**478 224.0**	**(18 181.0)**	**(3.7)**
Staff assessment income	11 510.6	9 732.0	9 562.8	(169.2)	(1.7)
Net requirements	**511 406.6**	**486 673.0**	**468 661.2**	**(18 011.8)**	**(3.7)**
Voluntary contributions in kind (budgeted)	52.8	52.8	52.8	–	–
Total requirements	**522 970.0**	**496 457.8**	**478 276.8**	**(18 181.0)**	**(3.7)**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	***Total***
Executive direction and management[d]										
Approved 2012/13	–	–	–	–	37	44	–	7	–	**88**
Proposed 2013/14	–	–	–	–	77	97	–	38	–	**212**
Components										
Security[e]										
Approved 2012/13	133	7 807	498	845	18	2	–	–	32	**9 335**
Proposed 2013/14	133	5 783	498	1 265	21	2	–	–	32	**7 734**
Rule of law[f]										
Approved 2012/13	–	–	–	–	43	48	–	17	–	**108**
Proposed 2013/14	–	–	–	–	33	29	–	6	–	**68**
Consolidation of democratic governance[g]										
Approved 2012/13	–	–	–	–	73	51	–	31	–	**155**
Proposed 2013/14	–	–	–	–	35	31	–	13	–	**79**
Support										
Approved 2012/13	–	–	–	–	342	919	3	182	–	**1 446**
Proposed 2013/14	–	–	–	–	319	795	–	180	–	**1 294**
Total										
Approved 2012/13	133	7 807	498	845	513	1 064	3	237	32	**11 132**
Proposed 2013/14	133	5 783	498	1 265	485	954	–	237	32	**9 387**
Net change	**–**	**(2 024)**	**–**	**420**	**(28)**	**(110)**	**(3)**	**–**	**–**	**(1 745)**

[a] Represents highest level of authorized/proposed strength.

[b] Includes National Professional Officers and national General Service staff.

[c] Funded under general temporary assistance.

[d] Reflects the realignment of the Communications and Public Information Office from the support component to executive direction and management.

[e] The formerly named "security sector" component 1 has been realigned as the "security" component 1.

[f] The "rule of law" component 3 has been realigned as "rule of law" component 2.

[g] The formerly named "peace consolidation" component 2 has been realigned as the "consolidation of democratic governance" component 3.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in Liberia (UNMIL) was established by the Security Council in its resolution 1509 (2003). The most recent extension of the mandate was authorized by the Council in its resolution 2066 (2012), by which the Council extended the mandate of the Mission until 30 September 2013.

2. The Mission is mandated to help the Security Council achieve the overall objective of advancing the peace process in Liberia.

3. Within that overall objective, UNMIL will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (security, rule of law, consolidation of democratic governance and support) derived from the mandate of the Mission. The Mission frameworks have been realigned from the previously established components (security sector, peace consolidation, rule of law and support).

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole. In addition, the Mission's executive direction and management has been realigned and strengthened, encompassing elements from all four components.

5. Variances in the number of personnel, compared with the 2012/13 budget, including reclassifications, have been explained under the respective components.

6. The Mission is headed by the Special Representative of the Secretary-General at the level of Under-Secretary-General, assisted by a Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator (formerly Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator) and a Deputy Special Representative of the Secretary-General (Rule of Law), both at the level of Assistant Secretary-General. Military operations are headed by a Force Commander at the D-2 level, while a police Commissioner, also at the D-2 level, heads the civilian police component of the Mission.

7. The headquarters of the Mission has been established in Monrovia, with the military component organized into two sectors covering 15 counties, namely, sector A, with headquarters in Monrovia and encompassing the greater Monrovia area and the counties of Gbarpolu and Grand Cape Mount (along the border with Sierra Leone), Bomi, Montserrado, Margibi, Grand Bassa, River Cess, Sinoe and Grand Kru; and sector B, with headquarters in Gbarnga and encompassing the counties of Lofa (along the border with Sierra Leone and Guinea), Maryland (which borders Côte d'Ivoire), Bong (bordering Guinea), Nimba (bordering Guinea and Côte d'Ivoire) and Grand Gedeh and River Gee (which border Côte d'Ivoire).

B. Planning assumptions and mission support initiatives

8. Pursuant to Security Council resolution 2066 (2012), UNMIL will continue to support the Government of Liberia in the context of the Mission's gradual drawdown and will seek to address critical gaps to facilitate a successful transition. This includes strengthening the ability of the national police to manage existing personnel, improving training programmes to expedite readiness to assume security responsibilities and coordinating efforts with all partners, in addition to working with the Armed Forces of Liberia, the Bureau of Immigration and Naturalization and the Bureau of Corrections and Rehabilitation to fill capacity gaps. It is anticipated that further progress will be made in achieving the UNMIL strategic goal of assisting the Government of Liberia to achieve a steady state of security, with national institutions that are increasingly able to maintain security and stability independent of the Mission. UNMIL continued support with respect to the capacity development of national security institutions, specifically the national police and the Bureau of Immigration and Naturalization, to address gaps will be critical to a well-managed and successful transition of the Mission. Strengthened capacity will need to be accompanied by related legislation, increased accountability as well as more robust justice, judicial and correctional systems, while continuing to increase access to justice and security services in Liberia's counties. At the same time, reinforcement of the national security sector should be accompanied by measures to address the underlying causes of past conflict, such as inclusive consultations on the scope and depth of a constitutional reform process, which constitutes a core element of the decentralization process and a critical link to national reconciliation.

9. The Mission will continue joint transition planning with the Government through nationally led coordination mechanisms and the implementation of the transition road map, providing technical and strategic advice on areas that are essential for operational sustainability. In addition to continued targeted capacity-building of the Armed Forces of Liberia in a number of areas, the Mission is also seeking to implement a Mine Action Service-administered programme for capacity development in explosive ordnance disposal during the 2013/14 period. This was identified as a major capacity gap in the joint UNMIL-Government of Liberia assessment of national security capabilities and gaps. Currently, three military engineering companies of UNMIL have the capacity to perform explosive ordnance disposal functions throughout the country. This capacity will be limited, however, following the repatriation of two companies by 30 June 2015.

10. While the overall situation in Liberia remains stable, continued progress is needed in a number of critical areas in order to further consolidate peace. Those include the rule of law, security sector reform and development, particularly regarding the strengthening of State institutions and political processes as they relate to constitutional reform and national reconciliation.

11. In terms of security sector reform, UNMIL will support the implementation of the National Security Reform and Intelligence Act, which was signed into law in 2011, and work with the Government to develop a new police law as well as accountability mechanisms. UNMIL will support a comprehensive review of progress made since the development of the national security strategy and provide recommendations on future security sector reform priorities in view of the transition of UNMIL, giving emphasis to building trust and accountability in security institutions.

12. The security elements of UNMIL, along with national security institutions, will continue to patrol and monitor developments along the Liberian borders with Côte d'Ivoire, Guinea and Sierra Leone. They will give specific attention to strengthening inter-mission cooperation with the United Nations Operation in Côte d'Ivoire (UNOCI) to support the respective Governments in developing a shared border strategy, which focuses not only on security but also on broader issues of social cohesion, livelihoods and reconciliation for long-term stability. Developments along the Liberian border and electoral activities, including legislative elections in Guinea and Liberia and a possible referendum related to the constitutional review process in Liberia, may pose security challenges.

13. In line with the Mission's strategic goal to progressively hand over security responsibilities to national authorities, increased focus will be placed on transition in all areas of work. The Strategic Planning Unit, which arose from the recommendations contained in the special report of the Secretary-General dated 16 April 2012 (S/2012/230), will be situated in the Office of the Special Representative of the Secretary-General and will closely coordinate joint transition planning with the Government, including the implementation of the transition road map. It will also provide strategic and technical advice to the Government in filling identified capacity gaps. United Nations police and the UNMIL Corrections and Prison Advisory Service will continue to focus on the capacity and institutional development of the Liberia National Police, the Bureau of Immigration and Naturalization and the Bureau of Corrections and Rehabilitation, while providing required operational support. The framework for the security component reflects priority activities focused on transition and the gradual shift of responsibilities to national security institutions while continuing to build their capacity. The Strategic Planning Unit will be responsible for the ongoing transition planning of UNMIL. This will include aligning workplans and operational activities across the Mission to ensure the coherent implementation of the Mission's mandate and establishing closer cooperation with the United Nations country team to identify areas that can be more efficiently addressed by the agencies, funds and programmes.

14. In the area of rule of law, the Mission will continue to strengthen the capacity of national rule of law institutions, enhance access to justice across Liberia, advance the protection of human rights and increase compliance with human rights standards. UNMIL will focus its support on the implementation of the joint Justice and Security Programme, which identifies national priorities in the sector for the 2012-2014 period, and on assisting with project development and execution, as well as the monitoring and evaluation of implementation of the strategic plans developed by rule of law institutions. These include the Ministry of Justice, the Judiciary, the Liberia National Police, the Bureau of Immigration and Naturalization, the Bureau of Corrections and Rehabilitation, the Legislature, the Judicial Institute, the Law Reform Commission and the Liberian National Bar Association. The framework of the rule of law component is focused on developing the capacity of rule of law institutions and access to justice, including human rights.

15. During the budget period, UNMIL will also prioritize activities that support the initiatives of the Government in governance and political reform. Outlined in the framework for the consolidation of democratic governance component, the priorities relate to national reconciliation, constitutional reform and decentralization through good offices and by strengthening cooperation with the United Nations country team and the international community to support nationally driven initiatives. The

Mission will support a diverse range of stakeholders in the implementation of the reconciliation road map and other mechanisms to advance the process. This will entail supporting the implementation of structural reforms to address the unresolved conflict factors of political, social and economic inequality through constitutional, law and electoral reform. The Mission will also support a constitutional review process, encouraging that it be a comprehensive and participatory exercise. UNMIL will continue to collaborate with the Government, including the Ministry of Internal Affairs, the Governance Commission as well as the United Nations country team, to strengthen the capacity and functioning of county administrations and support the implementation of the decentralization and local governance strategy.

16. UNMIL will continue to support the efforts of the Government to counter sexual and gender-based violence and promote gender equality, including through its implementation of Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010) on women and peace and security and sexual violence in armed conflict.

17. The military component of the Mission will see a drawdown in its force strength as reflected in the estimated resource requirements for the 2013/14 budget period, in accordance with Security Council resolution 2066 (2012). The component will witness a reduction in the strength of military contingent personnel from a total strength of 7,807 personnel in the 2012/13 financial period (including 88 force headquarters staff officers) to 5,783 personnel by 1 July 2013, and then to 4,765 personnel by 1 July 2014 (planned repatriation of 2,024 contingent personnel in the 2012/13 financial period and 1,018 personnel in the 2013/14 period). The Force will, within its modified strength, continue to undertake regular air and ground patrols and provide a quick-reserve and engineering capacity and consolidate its presence in priority areas, in particular the counties bordering Côte d'Ivoire and Monrovia. The support component will continue to provide operational support with respect to the drawdown of 1,018 troops, 249 vehicles and 63 sea containers in the 2013/14 budget period. In addition, six camps will be closed and one infantry battalion will be redeployed along the eastern border of Liberia with Côte d'Ivoire, accounting for the internal movement of 700 troops and 53 vehicles. The authorized strength with respect to military observers will be maintained at 133 observers for the period.

18. At the same time, the police component will be strengthened with the deployment of three additional formed police units for a total of 10 units, as authorized by the Security Council in its resolution 2066 (2012). The authorized strength of the police component will increase by 420 formed police personnel to a total of 1,795 personnel, consisting of 498 United Nations police officers, 1,265 formed police personnel and 32 corrections officers. United Nations police officers will be maintained to continue mentoring and building the capacity of the national police in all county capitals and in Monrovia. The additional formed police units will be deployed to Greenville, Sinoe County; Harper, Maryland County; and Tubmanburg, Bomi County; to enable UNMIL to maintain a quick-response capacity and provide backup capacity to the national police as they progressively take over security responsibilities from the Mission.

19. The Mission's 2013/14 budget contains proposals for the reconfiguration of the organizational and administrative structure of the Mission in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the

appropriate internal adjustments with respect to a sustainable transition planning process, which would take into account broad challenges, including governance and rule of law as well as the political context, and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264. In that connection, the Office of the Special Representative of the Secretary-General will be strengthened in order to enhance and ensure the success of the transition phase of the Mission, with the establishment of a Strategic Planning Unit and a Regional and Inter-Mission Cooperation Support Unit as well as the formalization within its structure of a field support team and county offices. The strengthening of the Joint Mission Analysis Centre and the Joint Operations Centre will also be undertaken. In addition, as recommended by the Office of Internal Oversight Services, the Communications and Public Information Office will be restored to executive direction and management under the Office of the Special Representative of the Secretary-General from the support component in order to enhance the strategic role of public information in supporting mandate implementation. This is also expected to facilitate greater cooperation and synergy with the United Nations Communications Group on joint messaging related to the UNMIL transition and the role of the broader United Nations in Liberia.

20. With a view towards improving the working methodologies of the Mission and maximize its impact, the realignment of the organizational structure of the Mission will include three new thematic offices under the rule of law component, namely, the Access to Justice and Security Section; the Training and Mentoring Unit and the Legal and Policy Reform Section, while three new thematic offices, namely, the Governance Section, the Political Analysis Section and the Reconciliation and Peace Consolidation Section, will be established under the consolidation of democratic governance component. The proposed thematic organizational structure will enable the Mission to realign resources with the priorities outlined in Security Council resolution 2066 (2012), leverage existing expertise and address capacity gaps and duplication to enhance the Mission's effectiveness and impact in supporting the evolving priorities of Liberia as the country transitions from post-conflict recovery to peace consolidation. Priorities will be met through existing resources and accompanied by process reviews and human resources management, and in line with the expectations of legislative bodies that United Nations peacekeeping operations achieve greater cost-effectiveness.

21. The Mission's organizational structure will also reflect the dissolution of the Legal and Judicial System Support Division under the rule of law component, as well as the Political Planning and Policy Section, the Recovery, Rehabilitation and Reintegration Section and the Civil Affairs Section under the consolidation of democratic governance component.

22. The proposed reconfiguration of UNMIL will realign existing resources with mandated priorities. The 2013/14 reconfiguration is based on three priority areas: strategic transition planning (both with the Government and internally within the United Nations); border stabilization and enhanced inter-mission cooperation with UNOCI; and enhanced political and technical engagement related to national reconciliation, constitutional reform and decentralization. There will be adjustments in work processes in the lead-up to implementation of the 2013/14 budget. The staffing establishment of the Mission will undergo periodic review in advance of future budget proposals. Additional capacity and expertise required for Mission priorities, as decided by the Security Council, will be absorbed by existing

resources, through vacancies, as well as the reassignment and redeployment of posts. In addition, the Mission has adopted a more cross-cutting approach to mandate implementation, which is reflected in the pillar structures, results-based-budgeting frameworks and resources.

23. The proposed Mission civilian staffing establishment of 1,676 personnel, comprising 485 international and 954 national staff, as well as 237 United Nations Volunteers positions, reflects a net reduction of 141 posts and positions compared with the 2012/13 budget (30 international and 111 national positions). It is also reflective of the reassignment of 34 posts (10 international, 18 national and 6 United Nations Volunteers positions) and the redeployment of 205 posts (80 international, 86 national and 39 United Nations Volunteers positions), as well as the conversion of three general temporary assistance positions to posts (2 international and 1 national) and the reclassification of 2 posts (1 P-4 to P-5 and 1 P-3 to P-4).

24. Under the realigned structure, the security component includes: UNMIL support to the Government in security stabilization, specifically in the Liberian border region with Côte d'Ivoire; security sector legislation and reform; and the development of national security institutions, particularly to reflect the scaling up of the Liberia National Police and the drawdown of UNMIL. The importance of securing the Liberian borders within the Mano River Union and the continued need to support the Government in managing possible security and political spillover is also highlighted within this component, where UNMIL will not only be supporting the development of the Bureau of Immigration and Naturalization, which is tasked with manning border-crossing points, but also in collaborating with UNOCI to support the Governments of Liberia and Côte d'Ivoire in implementing a shared border strategy. To that end, a dedicated Regional and Inter-Mission Cooperation Support Unit is proposed in the Office of the Special Representative of the Secretary-General, which will work closely with UNOCI, the United Nations Office for West Africa (UNOWA), the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) and other regional United Nations entities to forge a common approach on issues of shared interest, including transnational organized crime, drug trafficking and illicit arms. UNMIL will also continue to participate in border operations Loko and Seskin with the Governments of Sierra Leone and Guinea, respectively.

25. The rule of law component outlines the continued efforts of UNMIL to increase the capacity of national rule of law institutions, enhance access to justice across Liberia and advance the protection of human rights. The rule of law pillar was previously reflected as component 3. However, the framework has been modified to reflect an integrated approach to security and justice. The previous structure of the UNMIL rule of law pillar, comprised of United Nations police, the Legal and Judicial Systems Support Division, the Corrections and Prison Advisory Service and the Human Rights and Protection Section, has remained unchanged since the establishment of the Mission in 2003. The budget for the 2013/14 period proposes the formation of thematic sections to achieve greater coherence, efficiency and impact in cross-cutting or interrelated areas of activity. Within this context, three thematic sections were identified to better organize work in the area of rule of law: Access to Justice and Security, Training and Mentoring, and Legal and Policy Reform. Existing staffing capacities within the pillar have been aligned with the new thematic groups.

26. In accordance with Security Council resolution 2066 (2012), the consolidation of democratic governance component (previously component 2: peace consolidation) will focus on UNMIL support to the next phase of peace consolidation in Liberia, including the identified priorities of national reconciliation, constitutional reform and decentralization, while enhancing its support for security sector and rule of law reforms. The former Recovery and Governance Pillar has undertaken efforts to realign its structure in recent years, including an attempt to reorganize along thematic lines in 2010. However, implementation fell short as the process was not accompanied by an institutionalized reorganization. Based on those lessons learned, the 2013/14 restructuring proposal seeks to combine the existing expertise in the Civil Affairs and Political Planning and Policy Sections to achieve a more comprehensive approach to UNMIL support, including good offices and targeted strategic and technical advice to the Government and other primary stakeholders, while also providing comprehensive analysis on political issues. Within this context, three thematic sections were identified to better organize work in the area of consolidation of democratic governance: Reconciliation and Peace Consolidation, Governance, and Political Analysis. The pillar will consist of these three sections, along with the HIV/AIDS Unit and the Gender Adviser Unit. As part of the UNMIL transition, the Gender Adviser Unit will increasingly be engaged on internal gender mainstreaming activities and gradually transition its external advisory activities to the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). As with the rule of law pillar, existing staffing capacities within the pillar have been reviewed to determine appropriate matches for the new thematic sections.

27. The full implementation of the reconfiguration of the organizational and administrative structure of the Mission will take place in three phases: the 2013/14 period will be the implementation of the realignment along thematic areas, including the creation of the strategic planning/transition management and border units under the direction of the Office of the Special Representative of the Secretary-General. By the beginning of the 2014/15 budget cycle, UNMIL will review and rationalize, as appropriate, its thematic structure and staffing with a view to identifying areas that can be phased out or handed over to the United Nations country team or national authorities in the 2015/16 period. The further reduction of civilian functions and/or nationalization of functions are expected during successive budget periods.

28. With regard to the support component, the Mission has conducted an extensive review of its civilian staffing requirements, taking into account key issues, including the military drawdown, staffing ratio and composition in line with United Nations Headquarters guidance on appropriate staffing levels, and overall UNMIL staffing numbers compared with other medium-sized peacekeeping missions. The need for local capacity-building and the continued need for support activities to sustain the significant military and police presence that will remain, the closing and refurbishing of existing camps, the need for clean-up in accordance with United Nations and national environmental policies, and the transportation and repatriation of contingent-owned equipment will require significant support. As a result, UNMIL proposes to reduce its civilian staffing component by approximately 7.8 per cent, to reflect reduced support requirements associated with troop reductions and meet ongoing Mission support requirements, while more closely aligning its staffing ratios with similar medium-sized missions.

29. UNMIL has had to extend the life of many of its assets during the course of the past three budget periods. As a result, the Mission is operating with aged equipment, some of which requires urgent replacement. Therefore, maintaining the Mission's assets in good working condition is one of the greatest challenges of UNMIL. In addition, the implementation of Umoja and the International Public Sector Accounting Standards (IPSAS) will require significant new resources. UNMIL has also decided to refurbish old facilities across the Mission.

30. UNMIL will seek efficiency gains during the 2013/14 budget period through the introduction and enforcement of strict policy guidelines with respect to a liberty mileage usage, the reduction of server assets by use of virtualization and the reduction in fuel consumption owing to the consolidation of camps in order to reduce the number of generators and air conditioners.

31. The overall 2013/14 estimated resource requirements for the maintenance and operation of the Mission represent a 3.7 per cent ($18,181,000) reduction when compared with the 2012/13 budgetary level.

32. The reductions in resources with respect to military and police personnel are offset in part by increased requirements with respect to civilian personnel and operational costs. As mandated by the Security Council under the terms of its resolution 2066 (2012), cost reductions with respect to military and police personnel is attributable primarily to the drawdown in the strength of military contingent personnel, which is offset in part by increased costs associated with the deployment of three additional formed police units. The increased requirements with respect to civilian personnel costs is attributable to the application of a lower vacancy rate of 9 per cent with respect to the computation of international staff costs compared with 12 per cent applied in the 2012/13 period, based on the historical pattern of the Mission as well as the revised salary scale established for the 2013/14 financial period, offset in part by a reduction of 28 posts. Increased operational costs are attributable to the acquisition of replacement vehicles for the Mission's aged vehicle fleet, the replacement of communications and information technology equipment and increased requirements for information technology services owing to provision for the upgrade/update of software systems and applications, inclusive of the Field Support Suite (Umoja enabler consisting of 18 modules), as well as Mine Action Service training on mine clearing for the Armed Forces of Liberia in order to fill out major gaps in the UNMIL transition process.

33. UNMIL will build on existing efforts to continue to address the environmental impact of its presence whenever possible. This includes the clean-up of locations vacated by the Mission as well as appropriate disposal, including the incineration of medical and other potentially hazardous waste. Adherence to environmental standards will be a cornerstone of future efforts relating to property management (location of assets and write-off/disposal, where appropriate).

34. The Mission's overarching goal for the 2013/14 period, to progressively hand over security responsibilities to the Government of Liberia and support to inclusive political and institutional reform processes, may be affected by a number of external factors. The factors that could have the most critical adverse impact on mandate implementation include: a deterioration in the political and security environment in the Mano River Union region; the influx of refugees into Liberia from neighbouring countries triggered by such crisis; unforeseen resource requirements to reinforce the Liberian border with Côte d'Ivoire; insufficient funding from the Government and

donors in strengthening justice and security sectors; a lack of political will by the Government with respect to funding and the institutionalization of policies relating to human rights and national reconciliation; the political will and commitment of a range of stakeholders to support constitutional reform and national reconciliation; and further instability in the global financial markets, leading to high prices (fuel) affecting the Mission's purchasing power and therefore its ability to deliver certain planned outputs. It is further assumed that, in the light of the reduced troop strength of UNMIL, the Mission will be unable to redeploy military personnel to reinforce UNOCI, as was the case under the previous arrangement during the 2010/11 and 2011/12 budget periods.

C. Regional mission cooperation

35. Pursuant to Security Council resolution 2066 (2012), UNMIL will intensify its inter-mission cooperation with UNOCI and the respective United Nations country teams in support of the development and implementation by the Governments of Liberia and Côte d'Ivoire of a shared border strategy on monitoring, information-sharing and conduct of coordinated actions, including the disarmament and repatriation of foreign armed elements on both sides of the common border, as well as the voluntary return of refugees. To that end, a dedicated border unit (Regional and Inter-Mission Cooperation Support Unit) will be created to increase cooperation at both missions' headquarters and field levels in support of national efforts on border stabilization, which will also be informed by the recommendations of the 2013 Department of Peacekeeping Operations-led technical assessment mission to UNOCI.

36. UNMIL will also review its regional engagement with the Mano River Union and the Economic Community of West African States (ECOWAS), within the overall context of a UNOWA-led regional security strategy, to build on existing security frameworks and generate discussions for post-UNMIL over-the-horizon cooperation and support to Liberia. At the same time, UNMIL will continue to participate in the quarterly coordination meeting, organized by UNOWA along with other heads of missions in West Africa, to discuss regional political and security developments.

37. UNMIL participates in 50:50 cost-sharing arrangements with UNOCI for three armed helicopters and will be sharing the cost of services of a B-737 with UNOCI on a 60:40 basis. UNMIL engages other missions to provide regional support, such as providing staff on travel duty status to UNIPSIL and helicopter support and communication devices for UNOWA. UNMIL has also been asked to assume a lead role for cooperation among missions in West Africa on support issues.

D. Partnerships, country team coordination and integrated missions

38. In the light of the UNMIL transition and reconfiguration phase between 2012 and 2015 and the imperative for longer-term planning, the Mission may revisit the integrated strategic framework or a similar mechanism as a joint planning tool to coordinate with the United Nations country team to strengthen organizational coherence and optimized impact, including efficiencies. This holistic approach would serve as a cornerstone of the UNMIL transition process and the integrated strategic framework would be expected to reflect a road map for the eventual exit strategy of the Mission.

39. Meanwhile, the United Nations system in Liberia will continue to implement the United Nations Development Assistance Framework "One programme", which is aligned with the Government's second poverty reduction strategy and the related national vision "Liberia Rising 2030" development programme. The "One programme", launched in February 2013, covers the five-year period from 2013 to 2017.

40. In addition, UNMIL and the United Nations country team will continue to support the formal engagement of Liberia with the Peacebuilding Commission through the joint Justice and Security Programme, which incorporates the priorities outlined in the Liberia Peacebuilding Programme.

E. Results-based-budgeting frameworks

41. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A to the present report.

Executive direction and management

42. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2012/13	1	1	6	–	4	**12**	1	–	**13**
Proposed posts 2013/14	1	1	5	–	4	**11**	1	–	**12**
Net change	**–**	**–**	**(1)**	**–**	**–**	**(1)**	**–**	**–**	**(1)**
Legal Affairs Office									
Approved posts 2012/13	–	–	2	1	1	**4**	–	–	**4**
Proposed posts 2013/14	–	–	2	1	1	**4**	–	–	**4**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Strategic Planning Unit[b]									
Approved posts 2012/13	–	–	–	–	–	**–**	–	–	**–**
Proposed posts 2013/14	–	–	2	–	1	**3**	2	–	**5**
Net change	**–**	**–**	**2**	**–**	**1**	**3**	**2**	**–**	**5**

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Regional and Inter-Mission Cooperation Support Unit[b]									
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	1	–	1	**2**	–	1	**3**
Net change	**–**	**–**	**1**	**–**	**1**	**2**	**–**	**1**	**3**
Field Support Team[b]									
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	1	1	1	**3**	1	–	**4**
Net change	**–**	**–**	**1**	**1**	**1**	**3**	**1**	**–**	**4**
County offices[b]									
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	5	25	–	**30**	43	28	**101**
Net change	**–**	**–**	**5**	**25**	**–**	**30**	**43**	**28**	**101**
Joint Mission Analysis Centre									
Approved posts 2012/13	–	–	2	–	–	**2**	1	–	**3**
Proposed posts 2013/14	–	–	4	1	1	**6**	15	2	**23**
Net change	**–**	**–**	**2**	**1**	**1**	**4**	**14**	**2**	**20**
Joint Operations Centre									
Approved posts 2012/13	–	–	2	–	–	**2**	–	–	**2**
Proposed posts 2013/14	–	–	2	–	1	**3**	–	2	**5**
Net change	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**2**	**3**
Communications and Public Information Office[c]									
Approved posts 2012/13	–	1	3	8	5	**17**	42	7	**66**
Proposed posts 2013/14	–	1	3	6	5	**15**	35	5	**55**
Net change	**–**	**–**	**–**	**(2)**	**–**	**(2)**	**(7)**	**(2)**	**(11)**
Total, executive direction and management									
Approved 2012/13[d]	1	2	15	9	10	**37**	44	7	**88**
Proposed 2013/14	1	2	25	34	15	**77**	97	38	**212**
Net change	**–**	**–**	**10**	**25**	**5**	**40**	**53**	**31**	**124**

[a] Includes National Professional Officers and national General Service staff.

[b] New organizational unit.

[c] Reflects the realignment of the Communications and Public Information Office from the support component to executive direction and management.

[d] The approved 2012/13 staffing establishment for executive direction and management comprised the Office of the Special Representative of the Secretary-General, the Legal Affairs Section, the Joint Mission Analysis Centre and the Joint Operations Centre.

International staff: net increase of 40 posts (reassignment of 2 posts (1 P-5 and 1 P-4) and redeployment of 38 posts (8 P-4, 19 P-3, 6 P-2 and 5 Field Service))

National staff: net increase of 53 posts (reassignment of 15 posts (1 National Professional Officer and 14 national General Service staff and redeployment of 38 posts (17 National Professional Officer and 21 national General Service staff))

United Nations Volunteers: net increase of 31 positions (reassignment of 3 positions and redeployment of 28 positions)

Strategic Planning Unit

International staff: increase of 3 posts (reassignment of 1 P-5 post from the Civil Affairs Section and redeployment of 1 P-4 post from the Office of the Special Representative of the Secretary-General and 1 Field Service post from the Civil Affairs Section)

National staff: increase of 2 posts (reassignment of 1 National Professional Officer post from the Legal and Judicial System Support Division and redeployment of 1 national General Service staff post from the Civil Affairs Section)

43. In the context of the reconfiguration of the organizational and administrative structure of the Mission and Security Council resolution 2066 (2012) which encouraged the Government of Liberia and UNMIL to continue to make progress in the transition planning process and address the critical gaps that need to be filled in order to facilitate a successful transition, and as outlined in the special report of the Secretary-General of 16 April 2012 (S/2012/230), it is proposed to establish a dedicated Strategic Planning Unit, with a staffing establishment of 5 posts (1 P-5, 1 P-4, 1 Field Service, 1 National Professional Officer and 1 national General Service staff), within the Office of the Special Representative of the Secretary-General and reporting to the Chief of Staff. The Unit will assume ongoing security transition responsibilities that were being coordinated by the Chief of the Joint Mission Analysis Centre, while progressively widening the transition planning focus to include oversight of the Mission's civilian transition processes. The Unit will incorporate expertise in internal United Nations planning and budgeting processes as well as perform outward-looking engagement with the Government of Liberia, the United Nations country team and other actors who will potentially assume responsibility for a range of functions currently being undertaken by the Mission. The proposed staffing establishment of the Unit will comprise one P-5 post for a Senior Planning Officer, to be accommodated through the reassignment of one P-5 post from the Civil Affairs Section; one P-4 and one National Professional Officer post for Planning Officer, to be accommodated through the redeployment of one P-4 post from the immediate Office of the Special Representative of the Secretary-General and reassignment of one National Professional Officer post from the Legal and Judicial System Support Division as well as one Field Service post and one national General Service staff post for Administrative Assistant, to be accommodated through the redeployment of one Field Service and one national General Service post from the Civil Affairs Section.

44. The Senior Planning Officer (P-5) will provide guidance and direction to the Unit, while representing the Mission in established transition mechanisms such as the UNMIL-Government of Liberia Joint Transition Planning Working Group, as well as internal working groups on drawdown and transition planning. The Senior

Planning Officer will be responsible for liaising with senior Government officials and supervision of the entire Unit. The incumbent will also be responsible for overall liaison with the Mission's military and police components as they implement and further plan the ongoing Mission drawdown and realignment process in the field. He/she will ensure communication lines are open between these components as well as with the Mission support component, in particular the logistics planner. The Planning Officer (P-4) will work within the Unit on the Mission's internal planning processes and establish linkages with the wider United Nations country team. The incumbent will also be involved in tying in security transition issues with civil transition issues as planning progresses and will be responsible for issues related to the results-based-budgeting framework. A Planning Officer (National Professional Officer) will be co-located with the Liberian National Security Adviser in the Office of the President. The incumbent will be strategically located to have an overview of security transition issues from the Government's perspective and will be well linked to the Strategic Planning Unit to inform planning and adjustments within the Mission. The incumbent will follow progress in filling capacity gaps within the Government and ensure an early warning to the Mission should there be indications that national institutions will not be capable of taking on responsibilities as the Mission draws down throughout the country. The Strategic Planning Unit will be supported by two Administrative Assistants (Field Service post and national General Service staff).

Regional and Inter-Mission Cooperation Support Unit

International staff: increase of 2 posts (reassignment of 1 P-4 post from the Human Rights and Protection Section and redeployment of 1 Field Service post from the Political Planning and Policy Section)

United Nations Volunteers: increase of 1 position (reassignment of 1 United Nations Volunteer position from the Finance Section)

45. In its resolution 2066 (2012), the Security Council called on the Governments of Côte d'Ivoire and Liberia to continue to enhance their cooperation, particularly with respect to the border area, including through increasing monitoring, information-sharing and conducting coordinated actions, and in developing and implementing a shared border strategy, inter alia, to support the disarmament and repatriation of foreign armed elements on both sides of the border and the voluntary return of refugees. The Council also called upon the United Nations in Côte d'Ivoire and Liberia, including all components of UNOCI and UNMIL, within their respective mandates, capabilities and areas of deployment, to enhance inter-mission cooperation for the stabilization of the border area, including through the development of a shared, strategic vision plan in support of the Ivorian and Liberian authorities. The situation along the Liberian borders, while generally stable, has the potential for significant deterioration in the light of continued instability in neighbouring Côte d'Ivoire and may place continued substantive and operational demands on UNMIL. A central part of maintaining its ability to anticipate regional challenges, in particular along the Liberian borders, and to respond accordingly, will be to increase the Mission's substantive capacity to identify, coordinate and support broad comprehensive initiatives for the immediate and longer-term stabilization. It will also entail close inter-mission cooperation with other regional United Nations presences, to forge a joint approach on issues of strategic and common interest. In the light of the foregoing, it is proposed that a Regional and Inter-Mission

Cooperation Support Unit be established within the Office of the Special Representative of the Secretary-General. The Unit will be strategically significant for UNMIL with respect to its support for the development and implementation of a shared border strategy between Liberia and Côte d'Ivoire, which is expected to include the extension of a national disarmament, demobilization and reintegration process from Côte d'Ivoire into Liberia, with heightened attention to the situation of refugees, the mandated expectation of assistance to UNOWA in support of the development of a Mano River Union and ECOWAS-led subregional security strategy, and unforeseen eventualities stemming from any deterioration of the security, humanitarian and/or political situation in Sierra Leone and Guinea as well as the need to enhance civilian engagement in solidifying peace and stability, in particular in the border areas, and strengthening State authority in the region. The Regional and Inter-Mission Cooperation Support Unit will comprise one P-4 post for a Liaison Officer, to be accommodated through the reassignment of one P-4 post from the Human Rights and Protection Section, one United Nations Volunteer position for an Associate Liaison Officer, to be accommodated through the reassignment of one United Nations Volunteer position from the Finance Section and one Field Service post for an Administrative Assistant, to be accommodated through the redeployment of one Field Service post from the Political Planning and Policy Section.

46. The Liaison Officer (P-4) will be based in Monrovia to direct various Mission components and coordinate with the United Nations country team in implementing military, civilian and programmatic initiatives in the border area, in line with inter-mission cooperation and the larger June 2012 quadripartite agreement between Liberia and Côte d'Ivoire and the respective peacekeeping missions. The incumbent will also provide strategic and political advice to the Special Representative of the Secretary-General with respect to supporting the Government in formulating a shared border strategy. The Associate Liaison Officer (United Nations Volunteer) will undertake joint assessment missions to the border counties and follow-up with internal Mission coordination. The Unit will be supported by an Administrative Assistant (Field Service) in Monrovia, who will provide overall backstopping, including managing and handling potentially sensitive documents.

Field Support Team

International staff: increase of 3 posts (redeployment of 1 P-4 post and 1 P-3 post from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator and 1 Field Service post from the Civil Affairs Section)

National staff: increase of 1 post (redeployment of 1 national General Service staff post from the Legal and Judicial System Support Division)

47. The Field Support Team was created in 2008 to coordinate the Mission's 15 field offices with the work of each field office, coordinated by a Head of Office who reports to the Head of the Field Support Team. The heads of field offices serve as representatives of the Special Representative of the Secretary-General in the respective 15 counties in Liberia for field staff operating in substantive areas within their areas of responsibility. In the light of the phased transition of UNMIL, it will be essential that the heads of field offices are informed of critical developments and information with respect to the executive direction and management of the Mission,

including common messaging that will emanate from the Mission's Public Information Office. In order to enable the effective functioning of field offices, including strategic thinking, analysis and planning, all staff working in substantive areas within a field office, with the exception of human rights officers, will report directly to the Head of Office as their first reporting officer, while the chiefs of sections at UNMIL headquarters will serve as second reporting officers so as to retain a linkage between field staff and their technical areas of expertise. It is proposed that this field coordination structure be formalized in order to increase its effectiveness through the linking of field staff more directly to the Head of Office, thereby increasing accountability for performance in the field. The formalized coordination structure will also harmonize strategic Mission priorities by centring the management of field operations with executive management under the Office of the Special Representative of the Secretary-General, streamline the implementation of transition-related outputs, increase information flow between the field presence and Mission headquarters, increase linkages with other strategic components within the Office of the Special Representative of the Secretary-General and enhance the ability of UNMIL to support government decentralization. The Field Support Team comprises one P-4 post for a Coordination Officer and one P-3 post for a Coordination Officer, to be accommodated through the redeployment of one P-4 and one P-3 posts from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator, one Field Service post for an Administrative Assistant, to be accommodated through the redeployment of one Field Service post from the Civil Affairs Section and one national General Service staff post for a Clerk, to be accommodated through the redeployment of one national General Service staff post from the Legal and Judicial System Support Division.

County offices

International staff: increase of 30 posts (redeployment of 2 P-4 posts from the Political Planning and Policy Section, 3 P-4 posts from the Civil Affairs Section, 13 P-3 posts from the Civil Affairs Section, 1 P-3 post from the Recovery, Rehabilitation and Reintegration Section, 3 P-3 posts from the Human Rights and Protection Section, 2 P-3 posts from the Communications and Public Information Office and 6 P-2 posts from the Human Rights and Protection Section)

National staff: increase of 43 posts (redeployment of 7 National Professional Officer posts from the Human Rights and Protection Section, 2 National Professional Officer posts from the Legal and Judicial System Support Division, 8 National Professional Officer posts from the Civil Affairs Section, 7 national General Service staff posts from the Communications and Public Information Office, 8 national General Service staff posts from the Human Rights and Protection Section and 11 national General Service staff posts from the Civil Affairs Section)

United Nations Volunteers: increase of 28 positions (redeployment of 2 United Nations Volunteer positions from the Communications and Public Information Office, 6 United Nations Volunteer positions from the Legal and Judicial System Support Division, 15 United Nations Volunteer positions from the Civil Affairs Section and 5 United Nations Volunteer positions from the Human Rights and Protection Section)

48. In December 2008, in order to enhance synergy and coherence among the various United Nations agencies, funds and programmes and to encourage

coordination, UNMIL adopted a revamped field structure with the head of the field office in each county serving as the representative of the Special Representative of the Secretary-General in the field, coordinating United Nations work in support of the Government and enhancing the effectiveness of United Nations intervention. The 2013/14 proposed budget completes the 2008 management reform by formalizing the role of Head of Office as the coordinator of UNMIL and United Nations country team in the counties. The county offices' staffing establishment will total 101 posts, comprising 5 P-4 posts for Heads of Office, which will be accommodated through the redeployment of 2 P-4 posts from the Political Planning and Policy Section and 3 P-4 posts from the Civil Affairs Section; 19 P-3 posts for Heads of Office, which will be accommodated through the redeployment of 13 P-3 posts from the Civil Affairs Section, 1 P-3 post from the Recovery, Rehabilitation and Reintegration Section, 3 P-3 posts from the Human Rights and Protection Section and 2 P-3 posts from the Communications and Public Information Office; 6 P-2 posts for Human Rights Officers, which will be accommodated through the redeployment of 6 posts from the Human Rights and Protection Section; 17 National Professional Officer posts for 7 Human Rights Officers, which will be accommodated through the redeployment of 7 National Professional Officer posts from the Human Rights and Protection Section, 2 Rule of Law Officers, to be accommodated through the redeployment of 2 National Professional Officer posts from the Legal and Judicial System Support Division, 8 Civil Affairs Officers, to be accommodated through the redeployment of 8 National Professional Officer posts from the Civil Affairs Section; 26 national General Service staff posts for 2 Radio Production Assistants, to be accommodated through the redeployment of 2 posts from the Communications and Public Information Office, 5 Public Information Assistants, to be accommodated through the redeployment of 5 posts from the Communications and Public Information Office, 8 Human Rights Monitors, to be accommodated through the redeployment of 8 posts from the Human Rights and Protection Section and 11 Administrative Assistants, to be accommodated through the redeployment of 11 posts from the Civil Affairs Section; and 28 United Nations Volunteer positions for 6 Rule of Law Officers, to be accommodated through the redeployment of 6 positions from the Legal and Judicial System Support Division, 15 Civil Affairs Officers, to be accommodated through the redeployment of 15 positions from the Civil Affairs Section, 5 Human Rights Officers, to be accommodated through the redeployment of 5 positions from the Human Rights and Protection Section and 2 United Nations Volunteer positions accommodated through the redeployment of the positions from the Communications and Public Information Office. The substantive field staff will report directly to the Heads of Office while maintaining a technical reporting line to their respective thematic sections in Monrovia. Human rights field officers will continue to report directly to the Human Rights and Protection Section in accordance with the agreement with the Office of the United Nations High Commissioner for Human Rights, with the Heads of Office serving as additional reporting officers. The Grand Gedeh-based Regional and Inter-Mission Cooperation Support Unit staff will report directly to the Office of the Special Representative of the Secretary-General, while maintaining the Head of Office as an additional reporting officer. The Mission support staff allocated to the county offices will continue to report to the Office of the Director on Mission Support, with the Heads of Office as additional reporting officers.

49. The Heads of Office will continue to coordinate the work of UNMIL related to its mandate implementation with military and United Nations police elements and

harmonize the United Nations country team's intervention in this regard. The field offices will be coordinated by a Field Support Team at Mission headquarters.

Joint Mission Analysis Centre

International staff: increase of 4 posts (redeployment of 1 P-4, 1 P-3 and 1 Field Service post from the Political Planning and Policy Section and 1 P-4 post from the Civil Affairs Section)

National staff: increase of 14 posts (reassignment of 14 posts from the Engineering Section)

United Nations Volunteers: increase of 2 positions (redeployment of 2 United Nations Volunteer positions, one each from the Political Planning and Policy Section and the Recovery, Rehabilitation and Reintegration Section, respectively)

50. The Joint Mission Analysis Centre, with its current staffing establishment of 3 posts (1 P-5, 1 P-4 and 1 National Professional Officer) provides the Head of Mission and Management Leadership Team with an incisive understanding of issues and trends, their implications and potential development as well as assessment of cross-cutting issues and threats that may affect the implementation of the Mission's mandate. The Joint Mission Analysis Centre analytical products provide the basis for decision-making, enhanced Mission and contingency planning. Under the terms of Security Council resolution 2066 (2012), UNMIL is mandated to continue to support the Government in order to solidify peace and stability in Liberia and to protect civilians. With its phased drawdown, UNMIL will no longer maintain sufficient military levels in all 15 counties of Liberia. In this context, the Mission will need to reinforce its information-gathering and early threat-detection capacity, particularly with respect to unforeseen political developments in the Mano River Union region, in addition to existing security issues along the Liberian border with Côte d'Ivoire. In addition, there may be internal security challenges in the run-up to the 2014 legislative elections to elect one third of the Senate and other electoral exercises related to the constitutional review process. In the light of the foregoing, it is proposed that the Joint Mission Analysis Centre be strengthened with two P-4 posts for Information Analyst, which will be accommodated through the redeployment of one P-4 post from the Political Planning and Policy Section and one P-4 post from the Civil Affairs Section; one P-3 post for an Information Analyst, to be accommodated through the redeployment of one P-3 post from the Political Planning and Policy Section; two United Nations Volunteer positions for Associate Information Analyst, to be accommodated through the reassignment of two United Nations Volunteer positions, one each from the Political Planning and Policy Section and the Recovery, Rehabilitation and Reintegration Section, respectively; 14 national General Service staff posts for Information Analyst, in order to regularize national translators who worked with military observers in the field and are currently individual contractors, which will be accommodated through the reassignment of 14 national General Service staff posts from the Engineering Section; and Field Service posts for an Administrative Assistant, to be accommodated through the redeployment of one Field Service post from the Political Planning and Policy Section.

Joint Operations Centre

International staff: increase of 1 post (redeployment of 1 Field Service post form the Civil Affairs Section)

United Nations Volunteers: increase of 2 positions (reassignment of 1 United Nations Volunteer position from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator and 1 United Nations Volunteer position from the Finance Section)

51. With a view towards the operationalization of the 2012 policy on joint operations centres with respect to integrated reporting, the Mission's Joint Operations Centre, with its current staffing establishment of two posts (1 P-5 and 1 P-4), will assume responsibility for integrated information-monitoring, reporting and situational awareness in support of the effective integration of Mission-wide operational awareness, integrated daily and weekly situational reporting to United Nations Headquarters and related liaison capacity, consistent mechanisms and procedures for crisis response. In this context, it is proposed that the civilian element of the Joint Operations Centre be strengthened with the establishment of a civilian staffed Monitoring and Reporting Unit, with a core of two United Nations Volunteer positions of Assistant Reports Officer, which will be accommodated through the reassignment of one Volunteer position from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator and one United Nations Volunteer position from the Finance Section, as well as one Field Service post for an Administrative Assistant, which will be accommodated through the redeployment of one Field Service post from the Civil Affairs Section. The Reports Officers will report to the Chief of the Joint Operations Centre and will interpret information and identify critical political and operational issues from across all Mission components and the United Nations country team. The incumbents will also be responsible for effectively incorporating all Mission and United Nations country team information sources in information-gathering, analysis and reporting Mission-wide. They will be responsible for providing daily situational awareness briefings, liaising with contributing sections with respect to reporting, providing training and workshops for section reporting focal points and editing other Joint Operations Centre products.

Communications and Public Information Office

International staff: decrease of 2 posts (redeployment of 2 P-3 posts)

National staff: decrease of 7 posts (redeployment of 7 national General Service staff posts)

United Nations Volunteers: decrease of 2 positions (redeployment of 2 United Nations Volunteer positions)

52. As recommended by the Office of Internal Oversight Services the realignment of the Communications and Public Information Office with a currently approved staffing establishment of 66 posts and positions (1 D-1, 1 P-5, 2 P-4, 8 P-3, 5 Field Service, 4 National Professional Officer, 38 national General Service staff and 7 United Nations Volunteers) from the support component to executive direction and management is proposed. Moreover, in the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the

appropriate internal adjustments with respect to a sustainable transition planning process, the redeployment of two P-3, seven national General Service staff posts and two United Nations Volunteer positions is also proposed.

Component 1: security

53. As detailed in the framework below, the security component encompasses the security stabilization of UNMIL, security sector reform and development tasks in the context of the security transition, which will continue to undergo a phased troop reduction between 2013 and 2015. The troop reduction will require that Liberian security institutions assume increased responsibility for security functions as UNMIL draws down. During the transition period, UNMIL military contingents and formed police personnel will continue to play a critical role in maintaining peace and responding to violent incidents by supporting national counterparts with a mobile and flexible posture, including in areas without an UNMIL military presence.

54. The framework outlined herein reflects the Mission's military, police and security transition planning activities with national security institutions, including the Liberia National Police, the Armed Forces of Liberia, the Bureau of Immigration and Naturalization, the Bureau of Corrections and Rehabilitation, and with regional and international partners. In addition to continued efforts to ensure a stable security environment, the Mission will focus on assisting the Government of Liberia to achieve a steady state of security independently. With the phased military drawdown, UNMIL will no longer be able to maintain sufficient military levels in all of Liberia's 15 counties. At the same time, the Mission will need to maintain the mobility and vigilance for quick response in vacated areas when necessary. To this end, three additional formed police units have been authorized for deployment, two of which are slated for deployment in the 2012/13 financial period and a third unit will be deployed at the beginning of the 2013/14 period, to enable the maintenance of the UNMIL mobile posture, and to provide backup support to the national police, as required. The deployment of trained and equipped Police Support Unit officers to the justice and security regional hubs (designed to complement the regional structure of the national police), is expected to, during the next three to five years, provide the national police with response capacities in each of Liberia's five police regions. Deployment to the first regional justice and security hub in Gbarnga has commenced, with deployment to regional hubs in Harper and Zwedru planned for late in the 2013/14 period. The formed police units will be deployed to the regions with the presence of the Police Support Unit to work closely with the national police on joint exercises, community outreach and, when necessary, to provide operational backup support.

55. The Mission's security component, along with national security institutions, will closely patrol and monitor developments along the Liberian borders with Côte d'Ivoire, Guinea and Sierra Leone to manage security challenges that may arise. Additional emphasis will be given to supporting the reform and development of the Bureau of Immigration and Naturalization to enhance border management.

56. The Mission will support the implementation of the National Security Reform and Intelligence Act. In this regard, UNMIL will give emphasis to supporting the Government to develop a new police law. The Mission will also assist the Government to assess achievements since the development of the national security strategy, and to determine future security sector reform priorities in the context of

the security transition. In addition, the Mission will support Government-led security sector coordination, giving priority to transition issues and building further trust and accountability between the security sector and the population.

57. The United Nations police component will continue to prioritize on-the-job mentoring and technical advice to the Liberia National Police as well as institution-building, particularly enhancing and institutionalizing management systems, policies and procedures in the areas of planning, administration, logistics, finance, information and communications management and public information. Technical advice will focus on areas that are essential for operational sustainability, including strengthening capacities at the local police station level, in addition to strengthening the capacities of the Emergency Response Unit and the Police Support Unit. Emphasis will also be placed on expanding criminal investigation capabilities and allowing for a functional structure and system for command and control and supervision nationwide and in supporting the strategic deployment of the Liberia National Police Support Unit. Technical advice will focus on enabling the National Police Training Academy to be institutionally self-sufficient and assisting the national police and the Bureau of Immigration and Naturalization with project development, in addition to the execution, monitoring and evaluation of their strategic plans and development programmes, in partnership with donors and the United Nations country team.

58. In order to continue mainstreaming gender into all Mission activities and to implement Security Council resolution 1325 (2000) on women and peace and security, UNMIL will support the Government of Liberia in integrating gender issues in the policy development and training of the security sector. In accordance with Security Council resolution 2066 (2012), the Mission will also support the Government's efforts to combat sexual and gender-based violence, such as through the strengthening of national police capacity in this area and awareness-raising of existing legislation on sexual violence. In addition, the Mission will continue to promote a culture of best practices in all areas relating to the security sector and its reform.

Expected accomplishments	*Indicators of achievement*
1.1 Stable security environment in Liberia	1.1.1 No serious violations of the ceasefire agreement (2011/12: 0; 2012/13: 0; 2013/14: 0)
	1.1.2 Increase in the number of regions outside Monrovia with a Liberia National Police/Police Support Unit presence (2011/12: 1; 2012/13: 1; 2013/14: 3)
	1.1.3 Decrease in the number of public disorder incidents that are beyond the capacity of Government institutions to successfully address (2011/12: 25; 2012/13: 18; 2013/14: 6)

Outputs

- 383,214 patrol person-days (13 troops per patrol x 5 battalions x 17 patrols per day x 274 days and 13 troops per patrol x 4 battalions x 17 patrols per day x 91 days), including foot and mobile (road and air) patrols, as well as support for cordon and search, public order and high-value escort operations, VIP protection, inspections of weapons inventories and ammunition obtained by the Government

- 329,460 static troop-days (10 troops per static post x 19 static posts per battalion x 5 battalion squads x 274 days and 10 troops per static post x 19 static posts per battalion x 4 battalion squads x 91 days), including observation posts and all static guarding tasks for entrance/exit points of major ports and harbours, entrance/exit points of airfields and helicopter landing zones, approaches to major Government buildings, border crossing points, strategic bridges and junctions and other routes
- 36,135 military observer person-days (11 teams x 9 persons per team per day x 365 days) to gather information, liaise with non-governmental organizations and strengthen border security
- 2,185 air-patrol hours (1,255 Mi-8, 850 Mi-24 and 80 B-1900D hours), including aerial border patrols, air inserted foot patrols, air reconnaissance, maritime air patrols, special flights and aircrew training
- 341,214 force engineering person-days (5 companies x 10 months x 5,883 engineering days per company per month and 4 companies x 2 months x 5,883 engineering days per company per month) to support the Government of Liberia on road maintenance, explosive ordnance disposal, technical sweeps, support to engineering work, bridge launch and repair, culvert repair, asphalt production and airfield repair maintenance as well as civil-military cooperation tasks
- 145,656 quick-reaction force standby person-days as reserves to reinforce formed police units, United Nations police and other force units, when required (5 battalions x 84 troops per battalion per day x 274 days and 4 battalions x 84 troops per battalion per day x 91 days) as reserves to reinforce formed police units, United Nations police and force units, when required
- 24,090 military observer patrol person-days (11 teams x 3 patrols per day x 2 observers per patrol x 365 days), including air and ground patrols to gather information, liaise with local communities, observe general conditions within communities and gather information on specific incidents
- Conduct of 24 meetings of the Joint Transition Working Group on security transition planning and implementation
- Provision of 2 specialized courses over 10 weeks for the training of 302 personnel of the Armed Forces of Liberia in explosive ordnance disposal, in accordance with International Mine Action Standards
- Training-of-trainers for 20 selected security personnel from the Armed Forces of Liberia, the Liberia National Police, the Bureau of Corrections and Rehabilitation and the Bureau of Immigration and Naturalization on HIV/AIDS awareness programmes and training/facilitation skills
- In-service training for 250 national corrections officers on techniques in the use of non-lethal force at 14 corrections facilities in 15 counties
- Provision of mentoring through daily co-location with the Liberia National Police Support Unit in Monrovia and at regional justice and security hubs on improving operational capacity
- Public information campaign to increase confidence in the Liberia security sector, including messaging related to the UNMIL military drawdown and border security, improving access to justice and the protection of human rights, as well as constitutional reform and national reconciliation through five 45-minute daily *Coffee Break* current affairs radio programmes per week (260 total for the year); seven 1-hour radio discussion programmes per week (364 total for the year) (*Crime Watch*, *Dateline Liberia*, *Nationwide*, *Dis Government Ting*, *Creek Town*, *Palava Hut* and *Front Page*); eight 30-minute weekly radio programmes (416 total for the year) on health and education (*You and Your Health*, *Staying Alive*, *Let's Talk about Sex*, *Teen Talk*, *School Days*, *Access For All*, *Campus Link* and *Putting Yourself Together*); two 1-hour daily (5 days a week) factual and entertainment radio programmes (520 total for the year) (*Yor Morning* and *Nightshift*); fifteen 10-minute daily (5 days a week) radio news programmes/bulletins in English and local languages (3,900 total for the year); one weekly 15-minute French radio programme (52 total for the year);

one 3-minute biweekly video report television broadcast (24 total for the year); one quarterly 10-minute video feature programme (4 total for the year) broadcast on 4 television stations and distributed to 150 video clubs; 40 feature stories published in *UN Focus* magazine (40,000 copies total for the year) published quarterly; 1 photo exhibition (on work of Liberian security agencies in the border counties). All photo, video, radio, and publications products are posted on the official UNMIL website and digital media platforms

- Public information campaign in support of 7 nationwide advocacy multimedia campaigns with respect to: police recruitment, with special emphasis on the recruitment of women, using 12 groups of traditional communicators in 12 performances; prevention of sexual and gender-based violence; prevention of sexual exploitation and abuse; peace and reconciliation; safe driving; HIV/AIDS prevention; and community policing, through 39 performances by 12 traditional communicators in Monrovia and in the 15 counties with 19,800 T-shirts, 42,200 flyers, 13,700 stickers, 24,800 wristbands, 42,100 posters, 55 banners, 5 billboards, 4 video public service announcements for television broadcast and distributed to 150 video clubs and 30 radio broadcasts on UNMIL Radio and on 30 community radio stations. All campaign products are posted on the official UNMIL website and digital media platforms

Expected accomplishments	*Indicators of achievement*
1.2 Progress towards effective control of the border of Liberia	1.2.1 Increase in the number of Bureau of Immigration and Naturalization officers deployed to 36 official border crossing points (2011/12: 288; 2012/13: 638; 2013/14: 888)
	1.2.2 Increase in civilian cross-border activities to discuss border stabilization, including meetings of traditional leaders and local authorities (2011/12: 0; 2012/13: 2; 2013/14: 3)

Outputs

- 2,340 joint border patrol person-days (15 troops x 13 patrols x 12 months) at the Liberian border with Sierra Leone, Côte d'Ivoire and Guinea to monitor illicit trafficking of drugs, weapons and persons, cross-border recruiting of mercenaries and the movement of refugees
- Conduct of 52 meetings with senior Bureau of Immigration and Naturalization officials at strategic border posts and regional command centres, including mentoring on capacity-building, training, equipping and deployment
- Provision of daily mentoring to the Bureau of Immigration and Naturalization officers on developing and implementing deployments to meet the Bureau's transitional requirements
- Provision of advice through meetings with the Liberia Transnational Crime Unit on detection and coordination among security agencies, in response to cross-border incidents and transnational crime
- Conduct semi-annual joint assessments with UNOCI to map armed elements
- Conduct of 12 meetings with the Liberia National Commission on Small Arms on community violence-reduction issues
- Conduct of 6 field assessments to monitor the inclusion of vulnerable groups in the implementation of United Nations social cohesion and stabilization programmes
- Provision of operational advice to Liberian local authorities in organizing 6 cross-border meetings with their Ivorian counterparts on border-related issues

Expected accomplishments	*Indicators of achievement*
1.3 Increased accountability in the security sector	1.3.1 Implementation of 3 of 6 security sector priorities outlined in Liberia's Statement of Mutual Commitment (compact between the Government of Liberia and the Peacebuilding Commission) related to accountability of the sector: implementation of the National Security Reform and Intelligence Act; reform of the Bureau of Immigration and Naturalization; establishment of civilian oversight mechanisms (2011/12: 0; 2012/13: 1; 2013/14: 3)
	1.3.2 Implementation of the 3 outstanding provisions in the National Security Reform and Intelligence Act passed in 2011: development of the police act, merger of the National Bureau of Investigation into the Liberia National Police and the establishment of county and district security councils in each county (2011/12: 0; 2012/13: 1; 2013/14: 3)
	1.3.3 Passage of critical pieces of legislation towards reform of the security sector that incorporate international standards on human rights and gender (2011/12: 0; 2012/13: 1; 2014/15: 2)

Outputs

- Conduct of monthly review meetings with the Ministry of Justice and relevant national security agencies to support the implementation of the National Security Reform and Intelligence Act
- Conduct of meetings with the Ministry of Justice and relevant national security agencies to advance the implementation of legislation on gun control, and the development of a workplan for the National Commission on Small Arms
- Conduct of monthly meetings with the Ministry of Justice and relevant national security agencies to advance the development of a security sector civilian complaints board
- Provision of security sector advice and coordination, through monthly meetings of the Justice and Security Board, the Peacebuilding Joint Steering Committee and the Agenda for Transformation (the second poverty reduction strategy 2012-2017)
- Provision of support to the Liberian security sector civil society working group, through bimonthly capacity-building and information exchange meetings, with a focus on enhancing trust, oversight and accountability of the security sector
- Conduct of 6 meetings with the security committees in the legislature to promote trust in the security sector, through more effective legislative oversight and accountability
- Conduct of 6 meetings with the Ministry of Finance and international finance institutions to support security sector financial sustainability and follow-through on the recommendations outlined in the 2012 security sector public expenditure review
- Provision of human rights advice and support through quarterly meetings and working sessions of the Liberia National Police, the Bureau of Immigration and Naturalization and the Armed Forces of Liberia, to strengthen institutional human rights training and the monitoring of security sector personnel

- Provision of advice on implementation of gender commitments in the security sector institutions, through 4 meetings with the Ministry of Gender and Development, non-governmental organizations (NGOs) and the security sector institutions

Expected accomplishments	*Indicators of achievement*
1.4 Improved capacity of the Liberia National Police to respond to criminality and civil disorder nationwide	1.4.1 Increase in the number of Liberia National Police officers trained, equipped and deployed (2011/12: 4,371; 2012/13: 4,971; 2013/14: 5,571)
	1.4.2 Increase in the number of Liberia National Police/Police Support Unit officers trained, equipped and deployed (2011/12: 785; 2012/13: 1,000; 2013/14: 1,100)
	1.4.3 Increase in the number of trained, recruited and deployed Liberia National Police officers in counties other than Monrovia/Montserrado County (2011/12: 1,178; 2012/13: 1,378; 2013/14: 1,578)
	1.4.4 Increase in the percentage of female officers in the Liberia National Police (2011/12: 17.6 per cent; 2012/13: 20.0 per cent; 2013/14: 19.5 per cent)
	1.4.5 Increase in the percentage of female officers in the Liberia National Police senior/command positions (2011/12: 7.5 per cent; 2012/13: 10 per cent; 2013/14: 13 per cent)

Outputs

- Provision of daily advice to the Liberia National Police Training Academy on police recruitment, academy administration and management, in-service and specialized training to meet transitional requirements

- Conduct of nightly joint formed police unit patrols with the national police in Monrovia, and, as needed, in the counties

- Provision of advice and mentoring on the implementation of donor-funded infrastructure and logistic projects for the national police and the Bureau of Immigration and Naturalization

- Provision of strategic and technical support on developing and implementing deployment strategies to meet transition requirements through mentoring of the national police

- Provision of strategic advice through daily co-location with national police senior leadership and senior commanders on: transitional and developmental planning; operational planning; police administration, including human resources management, finance and logistics; criminal investigation; public information; and community policing

- Provision of advice on administration, criminal investigation as well as supervision and command functions, through co-location with the national police. Provision of advice on gender mainstreaming, community policing and community outreach at police zones, stations and county headquarters, through mentoring and co-location, with the national police

External factors

There is continued progress in handing over security responsibilities to national authorities with the implementation of the transition road map, including adequate national security oversight for areas without UNMIL military presence; relative stability in the Liberian border with the Mano River Union countries, including an improved security situation in the border area with Côte d'Ivoire, and political stability in Sierra Leone and Guinea; political will for security sector reform and the progressive increase in budgetary allocations for the Liberia National Police, the National Police Training Academy and the Bureau of Immigration and Naturalization to improve operational capacity; and continued donor support for the priority projects outlined in strategic plans for the national police and the Bureau of Immigration and Naturalization

Table 2
Human resources: component 1, security

Category	***Total***
I. Military observers	
Approved 2012/13	**133**
Proposed 2013/14	**133**
Net change	**–**
II. Military contingents	
Approved 2012/13	**7 807**
Proposed 2013/14	**5 783**
Net change	**(2 024)**
III. United Nations police	
Approved 2012/13	**498**
Proposed 2013/14	**498**
Net change	**–**
IV. Formed police units	
Approved 2012/13	**845**
Proposed 2013/14	**1 265**
Net change	**420**
V. Government-provided personnel	
Approved 2012/13	**32**
Proposed 2013/14	**32**
Net change	**–**

	International staff								
VI. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2012/13	–	2	–	–	2	**4**	–	–	**4**
Proposed posts 2013/14	–	2	–	–	2	**4**	–	–	**4**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Office of the United Nations Police Commissioner									
Approved posts 2012/13	–	2	9	2	1	**14**	2	–	**16**
Proposed posts 2013/14	–	2	10	3	2	**17**	2	–	**19**
Net change	**–**	**–**	**1**	**1**	**1**	**3**	**–**	**–**	**3**
Subtotal									
Approved 2012/13	–	4	9	2	3	**18**	2	–	**20**
Proposed 2013/14	–	4	10	3	4	**21**	2	–	**23**
Net change	**–**	**–**	**1**	**1**	**1**	**3**	**–**	**–**	**3**
Total (I-VI)									
Approved 2012/13									**9 335**
Proposed 2013/14									**7 734**
Net change									**(1 601)**

[a] Includes National Professional Officers and national General Service staff.

Office of the United Nations Police Commissioner

International staff: increase of 3 posts (redeployment of 1 P-4 post, 1 P-3 post and 1 Field Service)

59. In its resolution 2066 (2012), the Security Council called on UNMIL to support the Government of Liberia efforts, as appropriate, to achieve a successful transition of complete security responsibility to the Liberia National Police by strengthening the Police capabilities to manage existing personnel, improve training programmes to expedite their readiness to assume security responsibilities and coordinate these efforts with all partners, including the Government of Liberia, the national police leadership, and donor partners. In this context, UNMIL is mandated to support the implementation of the national police and Bureau of Immigration and Naturalization strategic development plans, including continued capacity-building for these institutions in order to fill gaps in the transition of security responsibilities to national authorities. Accordingly, it is proposed that the Office of the United Nations Police Commissioner be strengthened with one P-4 post for a Special Adviser to the Police Commissioner with respect to engagement with the Peacebuilding Commission on issues relating to police and rule of law, and security sector reform best practices. The Special Adviser will also undertake strategic planning responsibilities and is the focal point for the national police and the Bureau of Immigration and Naturalization on policy-related issues. This post had been

loaned by the Civil Affairs Section and is proposed to be regularized; one P-3 post for a Reports Officer, the incumbent of which will be the focal point on the joint Justice and Security Programme, including donor coordination, and will be responsible for providing cross-cutting analysis of developments in the security sector and assist in policy formulation. This post had been loaned by the Civil Affairs Section and is proposed to be regularized; and one Field Service post for an Administrative Assistant, to be accommodated through the redeployment of one Field Service post from the Civil Affairs Section, the incumbent of which will backstop for the Office of the Police Commissioner. The incumbent will be the only civilian personnel undertaking administrative functions in the context of the anticipated increased workload with the deployment of three additional formed police units and, owing to the sensitivity of certain documents, an international staff member will be better suited to work in the Office.

Component 2: rule of law

60. As detailed in the framework below, the rule of law component reflects the Mission's efforts to increase the capacity of national rule of law institutions, enhance access to justice across Liberia and advance the promotion and protection of human rights as well as compliance with international human rights standards. The Mission's efforts will focus on supporting the implementation of the joint Justice and Security Programme, which identifies national priorities in the sector for the 2012-2014 period, and on assisting with project development and the execution of strategic plans developed by rule of law sector institutions, as well as the monitoring and evaluation of their implementation. These institutions include the Ministry of Justice, the Judiciary, the Liberia National Police, the Bureau of Immigration and Naturalization, the Bureau of Corrections and Rehabilitation, the Legislature, the Judicial Institute, the Law Reform Commission, the Law School and the Liberian National Bar Association. As one element of the joint Programme, UNMIL will provide support to the Government in ensuring the effective operation of the pilot justice and security hub in Gbarnga and the development of additional hubs in Zwedru and Harper. Through membership of the Justice and Security Technical Advisory Group and Board, the component will continue to encourage effective coordination between all stakeholders in the rule of law sector.

61. The Mission will continue to provide strategic advice and technical support to nationally led initiatives to increase access to justice. Those include addressing child justice issues, sexual and gender-based violence, pretrial detention and the harmonization of formal and traditional justice systems, with a view to incorporating human rights standards into both systems. The Mission's efforts to support national rule of law training institutions, such as the National Police Training Academy and the Judicial Institute, will also continue, as will support to the Legislature and the Law Reform Commission to facilitate law reform. Support to the Bureau of Corrections and Rehabilitation in developing and strengthening the corrections system will remain a priority for UNMIL, with a focus on preparing the Bureau to effectively and independently manage corrections facilities. This will involve providing strategic advice and technical support to the Bureau in identifying and addressing gaps in policy implementation, enhancing and evaluating the impact of in-service training, delivering training and mentoring in the use of non-lethal force and building capacity to provide for the basic care of prisoners, as well as rehabilitation and reintegration programmes.

62. The Mission will continue to promote national ownership and capacity to respect and protect human rights, which will include support to activities that embed human rights standards in national policy, programme implementation and legislation. State institutions and civil society organizations, including the Independent National Commission on Human Rights and those actors promoting the implementation of the National Human Rights Action Plan and the recommendations resulting from the universal periodic review, will be targeted to take increased responsibility in human rights monitoring and advocacy. The empowerment of vulnerable groups, including persons with disabilities, will also continue to be a priority.

Expected accomplishments	*Indicators of achievement*
2.1 Enhanced capacity of Liberian rule of law institutions	2.1.1 Increase in the number of counties in which the standardized record-keeping system for the Judiciary has been implemented (2011/12: 0; 2012/13: 0; 2013/14: 4)
	2.1.2 Increase in the number of new corrections officers trained (2011/12: 259; 2012/13: 270; 2013/14: 330)
	2.1.3 Increase in the number of Liberia National Police strategic plan projects completed (2011/12: 18; 2012/13: 60; 2013/14: 75)
	2.1.4 Increase in the number of Bureau of Immigration and Naturalization strategic plan projects completed (2011/12: 0; 2012/13: 20; 2013/14: 25)

Outputs

- Provision of strategic advice, and legal assistance, through monthly meetings, co-location and mentoring of the Law Reform Commission, the Ministry of Justice, the Ministry of Gender, the Ministry of Internal Affairs, the Legislature and the Liberian National Bar Association on legislative drafting and law reform, including a gender-responsive approach
- Provision of advice on curriculum design and the implementation of training programmes that include gender-specific content, through 12 meetings with the Judicial Institute and the National Police Training Academy
- Establishment of databases related to staffing and assets profiling, through 24 meetings with the Ministry of Justice and Judiciary
- Implementation of record-keeping and case management systems, in addition to training and mentoring of 122 Ministry of Justice and 96 Judiciary personnel on the operation of the new systems, through 12 meetings with the Ministry of Justice and Judiciary
- Monitoring on a daily basis of legal and judicial institutions, collation and analysis of data, and identification of legal/judicial issues for redress (including sexual and gender-based violence issues) and the development of quarterly reports shared with the Government to inform policy
- Mentoring on a daily basis of the Liberia National Police and the Bureau of Immigration and Naturalization on the implementation of strategic plan projects

- **Provision of advice on investigative procedures and case management of crimes related to sexual and gender-based violence, through 52 meetings with Liberia National Police Women and Child Protection Officers**

- **Conduct of 52 meetings with the Sexual and Gender-Based Violence Crimes Unit on case management and prosecution for crimes of sexual and gender-based violence**

- **Mentoring on a daily basis of national corrections officers on best prison practices and policies, through the co-location of mentors and trainers in 14 facilities in 13 counties**

- **Provision of advice to the Bureau of Corrections and Rehabilitation in the development of drawdown checklists and quarterly training assessment reports to strengthen its capacity to independently manage corrections facilities**

- **30 quick-impact projects to strengthen the rule of law infrastructure, including the rehabilitation or reconstruction of police stations, correctional facilities, magistrate courts, immigration offices and border posts**

- **Conduct of joint monthly visits with the Bureau of Corrections and Rehabilitation to 16 corrections facilities in 15 counties to monitor and audit in-service training, prisoner activities and the implementation of institutional policies (inmate visits, medical services, treatment of female prisoners, treatment of juveniles, treatment of inmates with special needs, management of high-risk prisoners, inmate discipline, staff discipline, use of non-lethal force, and management of farm produce)**

- **Conduct of 4 meetings with justice, corrections and police institutions on the implementation of the United Nations Rule of Law Indicators**

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards improved access to justice	2.2.1 Increase in the rate of implementation of recommendations from management and accountability reviews undertaken as part of the joint Justice and Security Programme (2011/12: not applicable; 2012/13: not applicable; 2013/14: 20 per cent)
	2.2.2 Increase in the availability of free legal advisory and alternative dispute-resolution services at the county level (2011/12: 4 counties; 2012/13: 5 counties; 2013/14: 6 counties)
	2.2.3 Increase in the number of policies implemented with respect to the harmonization of statutory and traditional systems of justice (2011/12: 4; 2012/13: 8; 2013/14: 9)
	2.2.4 Extension of justice services across Liberia through the creation of justice and security hubs (2011/12: not applicable; 2012/13: 1; 2013/14: 2)

Outputs

- **Provision of advice, through participation in the monthly meetings of the Justice and Security Technical Advisory Group, the Justice and Security Board, the Peacebuilding Joint Steering Committee and the Agenda for Transformation (second poverty reduction strategy) working groups**

- Establishment and strengthening of the accountability mechanisms in line with the recommendations of the assessments conducted under the joint Justice and Security Programme, through 12 meetings with the Ministry of Justice, the Liberia National Police and the Judiciary
- Daily mentoring of the national police on case investigation of civilian complaints, through co-location of a team of United Nations police officers with the Liberia National Police Professional Standards Officers
- Participation in 12 meetings of the Ministry of Justice-led Committee on Enhancing Access to Justice on the development and implementation of policy options for the harmonization of the formal and informal justice system
- Conduct of 12 meetings with State and civil society actors on enhancing child protection policies and mechanisms, including the development of guidelines on child justice
- Provision of advice in the conduct of an assessment of the effectiveness of the Gbarnga justice and security hub in ensuring women's access to justice to the Ministry of Gender and Development and key women's constituencies
- Provision of advice to the national police in the delivery of its community outreach programmes

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards the protection of human rights, fundamental freedoms and increased compliance with human rights instruments	2.3.1 Increased implementation of National Human Rights Action Plan measures (2011/12: not applicable; 2012/13: 3; 2013/14: 6)
	2.3.2 Increased implementation of Human Rights Council recommendations within the thematic areas of the framework of the universal periodic review (2011/12: 3; 2012/13: 3; 2013/14: 6)
	2.3.3 Increase in the number of monitoring visits by the Independent National Commission on Human Rights (2011/12: 15; 2012/13: 30; 2013/14: 50)
	2.3.4 Increased number of adopted laws incorporating a human rights-based approach (2011/12: 2; 2012/13: 2; 2013/14: 3)

Outputs

- Conduct of 24 meetings and 4 working sessions on the implementation of international human rights instruments/standards and the recommendations resulting from the universal periodic review with the government and civil society partners, including the Legislature, the National Human Rights Action Plan Steering Committee and the Liberia Institute of Statistics and Geo-Information Services
- Conduct of 12 meetings and 2 working sessions with the Independent National Commission on Human Rights on the implementation of its mandate, including on the realization of economic, social and cultural rights and the rights of vulnerable groups at the national level; and to monitor and advocate for the implementation of the recommendations of the Truth and Reconciliation Commission
- Conduct of 4 meetings and 4 training sessions with security and rule of law institutions (police, corrections, prosecution and judiciary) to promote the integration of human rights standards in their policies and operations

- Conduct of 6 meetings with national and local traditional leaders to raise awareness on harmful traditional practices and to minimize human rights violations in the administration of traditional justice
- Conduct of 6 meetings with the National Commission on Disabilities, the Government and civil society organizations, and 30 capacity-building sessions (15 counties x 2 sessions each) with local authorities and civil society organizations on the implementation of a national strategy on the Convention on the Rights of Persons with Disabilities
- Conduct of 6 meetings with the Ministry of Finance and Planning and other stakeholders, 30 working sessions (15 counties x 2 sessions each) and 60 community outreach sessions (15 counties x 4 sessions each) with local authorities on implementation of the second poverty reduction strategy as well as new national education and health policies and plans at the county level with a human rights-based approach
- Conduct of 12 meetings with civil society organizations on strengthening their capacity and effectiveness in human rights monitoring, reporting and advocacy at a national level, including capacity to capture gender-specific human rights issues

External factors

There is Government commitment to continue strengthening the rule of law in Liberia, including the political will to undertake necessary reforms and implement accountability mechanisms, as well as increase budgetary support, including donor support; an effective working relationship among the three branches of Government and among national security, justice and judicial institutions; a well-managed Independent National Commission on Human Rights with sufficient resources to implement its mandate, while maintaining effective working relationships with national authorities and stakeholders and full Government and civil society participation in the National Human Rights Action Plan Steering Committee

Table 3
Human resources: component 2, rule of law

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representatives of the Secretary-General (Rule of Law)									
Approved posts 2012/13	1	–	3	–	2	**6**	1	1	**8**
Proposed posts 2013/14	1	1	3	–	2	**7**	1	1	**9**
Net change	**–**	**1**	**–**	**–**	**–**	**1**	**–**	**–**	**1**
Corrections and Prison Advisory Service									
Approved posts 2012/13	–	–	4	–	2	**6**	3	4	**13**
Proposed posts 2013/14	–	–	3	–	1	**4**	2	4	**10**
Net change	**–**	**–**	**(1)**	**–**	**1**	**(2)**	**(1)**	**–**	**(3)**
Access to Justice and Security Section[b]									
Approved posts 2012/13	–	–	–	–	–	**–**	–	–	**–**
Proposed posts 2013/14	–	–	3	2	1	**6**	9	–	**15**
Net change	**–**	**–**	**3**	**2**	**1**	**6**	**9**	**–**	**15**
Training and Mentoring Unit[b]									

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Approved posts 2012/13	–	–	–	–	–	**–**	–	–	**–**
Proposed posts 2013/14	–	–	1	1	–	**2**	5	–	**7**
Net change	–	–	1	1	–	**2**	5	–	**7**
Legal and Policy Reform Section[b]									
Approved posts 2012/13	–	–	–	–	–	**–**	–	–	**–**
Proposed posts 2013/14	–	–	2	2	1	**5**	7	–	**12**
Net change	–	–	2	2	1	**5**	7	–	**12**
Legal and Judicial System Support Division									
Approved posts 2012/13	–	1	5	5	1	**12**	24	6	**42**
Proposed posts 2013/14	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**(1)**	**(5)**	**(5)**	**(1)**	**(12)**	**(24)**	**(6)**	**(42)**
Human Rights and Protection Section									
Approved posts 2012/13	–	1	6	10	2	**19**	20	6	**45**
Proposed posts 2013/14	–	1	5	1	2	**9**	5	1	**15**
Net change	**–**	**–**	**(1)**	**(9)**	**–**	**(10)**	**(15)**	**(5)**	**(30)**
Total, rule of law									
Approved 2012/13[c]	1	2	18	15	7	**43**	48	17	**108**
Proposed 2013/14	1	2	17	6	7	**33**	29	6	**68**
Net change	**–**	**–**	**(1)**	**(9)**	**–**	**(10)**	**(19)**	**(11)**	**(40)**

[a] Includes National Professional Officers and national General Service staff.

[b] New organizational unit.

[c] The approved 2012/13 staffing establishment for the rule of law component comprised the Office of the Deputy Special Representative of the Secretary-General (Rule of Law), the Corrections and Prison Advisory Service, the Legal and Judicial System Support Division and the Human Rights and Protection Section.

International staff: net decrease of 10 posts (reassignment of 1 P-4 post and redeployment of 9 posts (3 P-3 and 6 P-2))

National staff: net decrease of 19 posts (reassignment of 1 National Professional Officer and redeployment of 18 posts (9 National Professional Officer and 9 national General Service staff))

United Nations Volunteers: net decrease of 11 positions (redeployment of 11 positions)

Office of the Deputy Special Representative of the Secretary-General (Rule of Law)

International staff: increase of 1 post (reassignment of 1 D-1 post from the Legal and Judicial System Support Division)

63. In accordance with Security Council resolution 2066 (2012) the rule of law pillar of the Mission is tasked with supporting its mandate with respect to solidifying peace and stability in Liberia, ensuring a successful transition of security

responsibilities to the national police, promoting human rights, enhancing support for the security sector and rule of law reforms, continuing to develop national rule of law and security institutions that are fully and independently operational and encouraging progress on the implementation of the justice and security sector development plans and national Human Rights Action Plan. The Office of the Deputy Special Representative of the Secretary-General (Rule of Law) provides strategic direction for the pillar and undertakes a coordination role in ensuring intra-pillar collaborative working relationships as well as with international partners, donors and the United Nations country team. The current structure of the rule of law pillar also comprise the Corrections and Prison Advisory Service, the Legal and Judicial System Support Division and the Human Rights and Protection Section, which has remained unchanged since the establishment of the Mission in 2003. In line with the call by the Security Council in its resolution 2066 (2012) on UNMIL to make the appropriate internal adjustments with respect to a sustainable transition planning process which would take into account broad challenges, including governance and rule of law as well as the political context, the rule of law pillar is to be reorganized along three thematic areas of focus, namely, access to justice and security, training and mentoring and legal and policy reforms, with a view to improving the Mission's working methodologies and in order to maximize the impact of UNMIL. In the light of the proposed reconfiguration, existing staffing capacities within the pillar have been reviewed to determine appropriate matches for the new thematic offices within existing skills sets and to identify expertise gaps in current staffing. In this context, it is proposed that the Office of the Deputy Special Representative of the Secretary-General (Rule of Law), with its current staffing establishment of eight posts (1 Assistant-Secretary-General, 1 P-5, 2 P-4, 2 Field Service, 1 national General Service staff and 1 United Nations Volunteer), be strengthened with a Director, Rule of Law at the D-1 level, which will be accommodated through the reassignment of one D-1 post from the Legal and Judicial System Support Division. The Director will coordinate and supervise the work of the three thematic offices, thereby ensuring effective coordination, the execution of strategic directives of the Deputy Special Representative of the Secretary-General (Rule of Law) and the implementation of the Mission's rule of law mandate. The Director will also ensure synergy between the three thematic offices as well as the Human Rights and Protection Section and the Corrections and Prison Advisory Service. The Director will also deputize in the absence of the Deputy Special Representative of the Secretary-General (Rule of Law).

Corrections and Prison Advisory Service

International staff: decrease of 2 posts (redeployment of 1 P-4 and 1 Field Service post)

National staff: decrease of 1 post (redeployment of 1 National Professional Officer)

64. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process, the redeployment of one P-4, one Field Service and one National Professional Officer posts is proposed.

Access to Justice and Security Section

International staff: increase of 6 posts (reassignment of 1 P-5 post from the Legal and Judicial System Support Division and redeployment of 2 P-4, 2 P-3 and 1 Field Service posts from the Legal and Judicial System Support Division)

National staff: increase of 9 posts (redeployment of 6 National Professional Officer posts and 3 national General Service staff posts from the Legal and Judicial System Support Division)

65. In the context of the reconfiguration of the rule of law pillar of the Mission along three thematic areas and in keeping with the call by the Security Council in its resolution 2066 (2012) on UNMIL to make the appropriate internal adjustments with respect to a sustainable transition planning process, the establishment of an Access to Justice and Security Section is proposed, which will comprise 15 posts, including 1 P-5 post for a Senior Judicial Affairs Officer, 2 P-4, 2 P-3 and 6 National Professional Officer posts for Judicial Affairs Officer and 1 Field Service and 3 national General Service staff posts for Administrative Assistant. The proposed 15 posts for the Section will be accommodated through the reassignment of 1 P-5 post and the redeployment of 2 P-4, 2 P-3, 1 Field Service, 6 National Professional Officer and 3 national General Service staff posts from the former Legal and Judicial System Support Division. The Section, headed by the Senior Judicial Affairs Officer, who will report to the Director, Rule of Law in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law), within its mandate, will support the Government of Liberia in its continued efforts to combat the impunity of perpetrators of sexual and gender-based violence and in providing redress, support and protection to the victims of such crimes. The Section will also support the Government in harmonizing customary and statutory justice, making available legal aid and justice advisory services, developing public understanding of the justice system, working with security institutions to develop accountability and civilian oversight mechanisms, such as the Civilian Complaints Board and providing technical inputs for quick-impact projects. The Access to Justice and Security Section will work closely with the Government in tracking progress in the timely completion of the justice and security hubs with the aim of making them fully operational, thereby contributing to improved access to justice and security services throughout Liberia.

Training and Mentoring Unit

International staff: increase of 2 posts (redeployment of 1 P-4 post from the Corrections and Prison Advisory Service and 1 P-3 post from the Legal and Judicial System Support Division)

National staff: increase of 5 posts (redeployment of 1 National Professional Officer post from the Corrections and Prison Advisory Service, 2 National Professional Officer posts and 2 national General Service staff posts from the Legal and Judicial System Support Division)

66. In the context of the reconfiguration of the rule of law pillar of the Mission along three thematic areas and in keeping with the call by the Security Council in its resolution 2066 (2012) on UNMIL to make the appropriate internal adjustments with respect to a sustainable transition planning process, and the request that the Secretary-General ensure that UNMIL has the requisite qualified specialist advisers

who have the professional skills and experience appropriate to this transition phase in order to enhance mentoring in priority areas, as outlined in the report of 16 April 2012 (S/2012/230), and that such qualified specialist advisers be made available to his Special Representative to fill gaps that might exist in meeting the goal of increasing the capacity of the Government of Liberia to implement sustainable rule of law, justice, governance and security sector reform programmes, the establishment of a Training and Mentoring Unit is proposed, which will comprise seven posts, including one P-4, one P-3 and one National Professional Officer posts for Training Officer, two National Professional Officer posts for Judicial Affairs Officer and two national General Service staff posts for Administrative Assistant. The proposed seven posts for the Unit will be accommodated through the redeployment of one P-4 and one National Professional Officer posts from the Corrections and Prison Advisory Service and one P-3, two National Professional Officer and two national General Service staff posts from the Legal and Judicial System Support Division. The Training and Mentoring Unit will develop cross-cutting training in order to ensure that issues such as human rights and gender are reflected in training modules and coordinate the training and mentoring capacities of the Mission to minimize overlap. The Unit will also help to consolidate the training and mentoring skills within the Mission and build best practices, which would lead to a unified, consistent and efficient approach to meet the goal of increasing the capacity of the Government of Liberia to implement sustainable rule of law programmes.

Legal and Policy Reform Section

International staff: increase of 5 posts (reassignment of 1 P-5 post from the Legal and Judicial System Support Division and redeployment of 1 P-4 and 2 P-3 from the Legal and Judicial System Support Division and 1 Field Service post from the Corrections and Prison Advisory Service)

National staff: increase in 7 posts (redeployment of 5 National Professional Officer and 2 national General Service staff posts from the Legal and Judicial System Support Division)

67. In the context of the reconfiguration of the rule of law pillar of the Mission along three thematic areas and in keeping with the call by the Security Council in its resolution 2066 (2012) on UNMIL to make the appropriate internal adjustments with respect to a sustainable transition planning process which would take into account broad challenges, including governance and rule of law as well as the political context, the establishment of a Legal and Policy Reform Section is proposed, which will comprise 12 posts, including 1 P-5 post for a Senior Judicial Affairs Officer, 1 P-4, 2 P-3 and 5 National Professional Officer posts for Judicial Affairs Officer and 1 Field Service and 2 national General Service staff posts for Administrative Assistant. The proposed 12 posts for the Section will be accommodated through the reassignment of 1 P-5 post and the redeployment of 1 P-4, 2 P-3, 5 National Professional Officer and 2 national General Service staff posts from the former Legal and Judicial System Support Division and the redeployment of 1 Field Service post from the Corrections and Prison Advisory Service. The Section will support the Government of Liberia in the development of a national legal framework relating to constitutional, security sector and rule of law reforms. The Section will also support the Government in developing policy and legislation with national security, judicial and legislative institutions.

Legal and Judicial System Support Division

International staff: decrease of 12 posts (reassignment of 1 D-1 and 2 P-5 posts and redeployment of 3 P-4, 5 P-3 and 1 Field Service posts)

National staff: decrease of 24 posts (reassignment of 1 National Professional Officer post and redeployment of 15 National Professional Officer and 8 national General Service staff posts)

United Nations Volunteers: decrease of 6 positions (redeployment of 6 United Nations Volunteer positions)

68. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process which would take into account broad challenges, including governance and rule of law as well as the political context, the dissolution of the Legal and Judicial System Support Division is proposed. It is also proposed that the staffing establishment of the Section comprising 42 posts be reassigned (1 D-1, 2 P-5 and 1 National Professional Officer) and redeployed (3 P-4, 5 P-3, 1 Field Service, 15 National Professional Officer, 8 national General Service staff and 6 United Nations Volunteers) to the proposed thematic sections.

Human Rights and Protection Section

International staff: decrease of 10 posts (reassignment of 1 P-4 and redeployment of 3 P-3 and 6 P-2 posts)

National staff: decrease of 15 posts (redeployment of 7 National Professional Officer and 8 national General Service staff posts)

United Nations Volunteers: decrease of 5 positions (redeployment of 5 United Nations Volunteer positions)

69. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process, the reassignment of one P-4 post and redeployment of three P-3, six P-2, seven National Professional Officer and eight national General Service staff posts as well as five United Nations Volunteer positions to county offices is proposed.

Component 3: consolidation of democratic governance

70. As detailed in the framework below, UNMIL will continue to support the people and Government of Liberia in building and consolidating the systems, structures and institutions of democratic governance. In accordance with Security Council resolution 2066 (2012), UNMIL will prioritize its support to the people and Government of Liberia to take forward critical processes, including national reconciliation, constitutional reform and decentralization.

71. A comprehensive and inclusive national reconciliation process involving all segments of Liberian society is necessary for the consolidation of peace. UNMIL will work with the United Nations country team and the international community to

support the work of different stakeholders participating in the implementation of the reconciliation road map, as well as other mechanisms to advance reconciliation and peace consolidation. The establishment of a functional steering committee, a national coordination unit and a joint trust fund for the road map will be critical for making progress in this area. Part of the national reconciliation process will involve implementing structural reforms to overcome political imbalances and injustices contributing to alienation and conflict, such as constitutional reform, law reform, electoral law reform, decentralization and overall capacity-building. UNMIL will support a review of the Constitution, while encouraging that it be a comprehensive and inclusive process, by closely collaborating with the Constitution Review Committee, the Legislature, the National Bar Association, the National Elections Commission, political parties, civil society and other national stakeholders. Since any constitutional amendment would need to be passed by national referendum, UNMIL will also support Liberian stakeholders in conducting early and continual civic education of the population. UNMIL will also collaborate with the National Elections Commission, political parties and other stakeholders in the reform of the electoral law ahead of the mid-term elections, which are scheduled for October 2014.

72. In addition, UNMIL will continue to collaborate with the Government, including the Ministry of Internal Affairs and the Governance Commission, as well as the United Nations country team to strengthen the capacity and functioning of county administrations for improved service delivery to citizens at the county and district levels and the effective implementation of the decentralization and local governance strategies. Through the presence of UNMIL civilian staff in all 15 counties, the Mission will also support the government stabilization programmes and outreach to districts and communities, in particular those along the border with Côte d'Ivoire. Through constructive engagement with the relevant stakeholders, including civil society groups, the Mission will support the coordination and monitoring of the poverty reduction strategy and related programmes. Finally, working with the United Nations country team, UNMIL will continue to support the capacity-building programme of the Government and partners for county officials and civil society.

73. The Mission will continue to engage and support the Land Commission in institutionalizing the land dispute resolution programme, which seeks to reduce the level of tension and conflict in communities. UNMIL will work with the Commission to achieve the establishment of a legal framework by 2014. This will involve technical support in land alternative dispute resolution, establishing effective procedures for the selection, training, and oversight of mediators, and building popular acceptance and use. UNMIL will also work with the United Nations country team and the Government of Liberia Peacebuilding Office to empower and decentralize peace committees to the district level, as well as build their conflict management capacities.

74. As governance of agricultural concessions and natural resources continue to pose a challenge to the Government, particularly as it relates to forestry and mining, the Mission will continue to engage with relevant government agencies and concessionaires to establish a functional tripartite framework to address the perennial social conflicts associated with land access, the loss of livelihoods and labour disputes. Such a mechanism will enhance the monitoring of concession agreements and address emerging issues before they degenerate into conflict.

75. In addition, UNMIL will support the Government in devising an effective strategy for engaging and integrating youth-at-risk, who continue to be a potential threat to long-term security in the major towns, border regions and areas with precious mineral resources. Working closely with the Government, the United Nations country team and other partners, the Mission will monitor and support institutions implementing recovery and empowerment interventions, especially tailored to this cohort of youth.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards constitutional reform and electoral law reform	3.1.1 Inclusive national consultations on constitutional reform conducted 3.1.2 Constitution Review Committee presents a set of proposed constitutional amendments to the President 3.1.3 Legislation on electoral law reform is enacted by the Legislature

Outputs

- Weekly meetings with the Constitution Review Committee, the Law Reform Commission, the National Elections Commission, the Legislature, political parties and civil society on substantive aspects of constitutional and electoral law reform
- Facilitation of monthly meetings of international partners and experts on constitutional and electoral reform with major Liberian stakeholders to coordinate interventions in the constitutional and electoral law reform process
- Facilitation of 2 county-level workshops with the Ministry of Gender and Development and women's NGOs on gender mainstreaming in both the process and content of constitutional reform, and on good practices on gender-sensitive constitutional reform processes
- Facilitation of bimonthly consultations with key stakeholders, such as the gender legislative caucus and women's groups to advocate for gender-sensitive constitutional reform efforts
- See output related to public information campaigns under expected accomplishment 1.1 with respect to the provision of assistance to the National Elections Commission and/or the Constitutional Review Committee on outreach on consultations and constitutional review

Expected accomplishments	*Indicators of achievement*
3.2 Progress in comprehensive and inclusive national reconciliation	3.2.1 National entities established for the implementation of the reconciliation process 3.2.2 Legislation adopted on the land alternative dispute resolution mechanism 3.2.3 Increase in the number of agricultural concessions with a functional tripartite dispute resolution mechanism (2011/12: 0; 2012/13: 0; 2013/14: 3)

Outputs

- Monthly meetings with the Liberia Peacebuilding Office to advise on the implementation of the National Reconciliation Road Map
- Monthly meetings with government ministries, including the Ministry of Internal Affairs, and the Liberia Peacebuilding Office, to advise on the decentralization of peace committees to the district level
- Facilitation of 10 regional training/capacity-building activities for members of the county/district Peace Committee on the prevention and resolution of conflict, including the gender dimensions of conflict
- Weekly meetings with the Land Commission on advice relating to land alternative dispute resolution, including in the establishment of land coordination centres at the county level, the recruitment and mentoring of centre staff and the establishment of a database on land disputes
- Facilitation of 6 joint monitoring visits to counties with the Liberia Peacebuilding Office, UN-Habitat and NGOs to assess progress in the implementation of the National Reconciliation Road Map
- Monthly meetings with the Land Commission to advise on the conduct of 10 nationwide sensitization campaigns on land issues
- Monthly meetings with the Government on identifying and developing targeted programmes for high-risk youth, including through the conduct of a nationwide survey on high-risk youth
- Monthly meetings with civil society organizations on the implementation of national reconciliation initiatives and related advocacy
- Quarterly meetings with ministries, concessionaires and affected communities on the institutionalization of tripartite mechanisms for the resolution of disputes between communities and concessions
- Quarterly consultative meetings with the Ministry of Gender and Development and with the Women's NGO secretariat at the county level in support of the full participation of women's constituencies in the implementation of reconciliation programmes
- 10 quick-impact projects to support peace consolidation based on needs assessment and Mission priorities
- See output related to public information under expected accomplishment 1.1 on public information campaigns relating to reconciliation

Expected accomplishments	*Indicators of achievement*
3.3 Progress in the consolidation of State authority	3.3.1 Deconcentration of functions and services initiated in pilot ministries, in accordance with the decentralization policy of the Government (2011/12: not applicable; 2012/13: 4 ministries; 2013/14: 10 ministries) 3.3.2 Increase in the overall participation of ministry and agency representatives in monthly meetings of the County Development Steering Committee (2011/12: 62 per cent; 2012/13: 70 per cent; 2013/14: 85 per cent)

Outputs

- Bimonthly meetings with the Ministry of Internal Affairs on the planning and execution of 5 capacity-building training sessions for county officials on decentralization, in collaboration with the United Nations country team
- Monthly meetings with the Ministry of Internal Affairs to provide advice relating to sensitization campaigns on the Government of Liberia decentralization programme
- Facilitation of 6 joint visits with the Ministry of Internal Affairs to the counties to support and monitor/evaluate the implementation of the Government of Liberia decentralization programme
- Monthly county coordination meetings in 15 counties with local officials to support the national decentralization plan
- Facilitation of 6 joint visits with the Ministry of Agriculture to concession areas to assess performance of the natural resource sector and agricultural concessions
- Facilitation of 6 field assessments to monitor the inclusion of vulnerable groups in the implementation of social cohesion and stabilization programmes
- Weekly meetings with government ministries/agencies/Liberian Extractive Industries Transparency Initiative to assess community rights and the implementation of social agreements in the natural resources sector
- Facilitation of 1 gender training workshop with the Ministry of Gender and Development for county-level officials of the Ministry of Internal Affairs and other key line ministries on the operationalization of guidelines designed to support gender-responsive decentralization
- Facilitation of 2 consultative progress review meetings with the Ministry of Gender and Development and women's civil society organizations to assess the implementation of the decentralization policy
- 12 meetings with the Ministry of Internal Affairs on implementation of disaster preparedness plans at both the national and county levels, in collaboration with other United Nations system agencies

External factors

There is continued political will to move the constitutional reform process forward; stakeholders agree with the approach of the National Reconciliation Road Map, and that if there is major political controversy, an alternative framework is rapidly identified; there is political will to address corruption; there is progress in the implementation of the decentralization policy; dispute resolution mechanisms are institutionalized, including concession agreements

Table 4
Human resources: component 3, consolidation of democratic governance

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator[b]									
Approved posts 2012/13	1	–	5	1	3	**10**	2	2	**14**
Proposed posts 2013/14	1	–	2	–	3	**6**	6	1	**13**
Net change	**–**	**–**	**(3)**	**(1)**	**–**	**(4)**	**4**	**(1)**	**(1)**
Consolidation of Democratic Governance Section[c]									
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	1	–	–	1	**2**	–	–	**2**
Net change	**–**	**1**	**–**	**–**	**1**	**2**	**–**	**–**	**2**
Political Analysis Section[c]									
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	4	2	1	**7**	2	3	**12**
Net change	**–**	**–**	**4**	**2**	**1**	**7**	**2**	**3**	**12**
Governance Section[c]									
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	6	–	1	**7**	6	3	**16**
Net change	**–**	**–**	**6**	**–**	**1**	**7**	**6**	**3**	**16**
Reconciliation and Peace Consolidation Section[c]									
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	8	2	–	**10**	8	2	**20**
Net change	**–**	**–**	**8**	**2**	**–**	**10**	**8**	**2**	**20**
Political Planning and Policy Section									
Approved posts 2012/13	–	1	8	4	3	**16**	1	4	**21**
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	**–**	**(1)**	**(8)**	**(4)**	**(3)**	**(16)**	**(1)**	**(4)**	**(21)**
Recovery, Rehabilitation and Reintegration Section									
Approved posts 2012/13	–	–	1	2	1	**4**	7	1	**12**
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	**–**	**–**	**(1)**	**(2)**	**(1)**	**(4)**	**(7)**	**(1)**	**(12)**
Civil Affairs Section									
Approved posts 2012/13	–	1	18	16	5	**40**	32	20	**92**
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	**–**	**(1)**	**(18)**	**(16)**	**(5)**	**(40)**	**(32)**	**(20)**	**(92)**

Gender Adviser Unit									
Approved posts 2012/13	–	–	1	1	–	**2**	5	2	**9**
Proposed posts 2013/14	–	–	1	1	–	**2**	5	2	**9**
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Adviser Unit									
Approved posts 2012/13	–	–	1	–	–	**1**	4	2	**7**
Proposed posts 2013/14	–	–	1	–	–	**1**	4	2	**7**
Net change	–	–	–	–	–	–	–	–	–
Total, consolidation of democratic governance									
Approved posts 2012/13[d]	**1**	**2**	**34**	**24**	**12**	**73**	**51**	**31**	**155**
Proposed posts 2013/14	**1**	**1**	**22**	**5**	**6**	**35**	**31**	**13**	**79**
Net change	–	**(1)**	**(12)**	**(19)**	**(6)**	**(38)**	**(20)**	**(18)**	**(76)**

[a] Includes National Professional Officers and national General Service staff.

[b] The formerly named "peace consolidation" component 2 has been reconstituted as the "consolidation of democratic governance" component 3.

[c] New organizational unit.

[d] The approved 2012/13 staffing establishment for the formerly peace consolidation component comprised the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator, Political Planning and Policy Section, Recovery, Rehabilitation and Reintegration Section, Civil Affairs Section, Gender Adviser Unit and HIV/AIDS Adviser Unit.

International staff: net decrease of 38 posts (reassignment of 1 P-5 post and redeployment of 32 posts (9 P-4, 17 P-3 and 6 Field Service) as well as abolishment of 5 posts (1 D-1, 2 P-4, 1 P-3 and 1 P-2))

National staff: net decrease of 20 posts (redeployment of 8 National Professional Officer and 12 national General Service staff posts)

United Nations Volunteers: net decrease of 18 positions (reassignment of 1 position and redeployment of 17 positions)

Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator

International staff: decrease of 4 posts (reassignment of 1 P-5 post, redeployment of 1 P-4 and 1 P-3 post and abolishment of 1 P-4 post)

National staff: increase of 4 posts (redeployment of 1 National Professional Officer post from the Recovery, Rehabilitation and Reintegration Section and 3 national General Service staff posts from the Civil Affairs Section)

United Nations Volunteers: decrease of 1 position (reassignment of 1 United Nations Volunteer position)

76. The consolidation of the democratic governance pillar will comprise three sections, namely, Reconciliation and Peace Consolidation, Governance and Political and Analysis, which will advance the implementation of the Mission's mandate in line with Security Council resolution 2066 (2012) with a view towards solidifying peace and stability in Liberia through support to national reconciliation processes and by following and supporting the process of the decentralization of governance

throughout the country, improving the management of natural resources, supporting national actors to move forward with a range of vital processes, including constitutional reform, while providing overall political analysis for the Mission. In the context of the reconfiguration of the administrative and organizational structure of the Mission, it is proposed that one P-5 post be reassigned to the Governance Section, one United Nations Volunteer position be reassigned to the Joint Operations Centre and one P-4 and one P-3 posts be redeployed to the Field Support Team. It is also proposed that the Office be augmented with one National Professional Officer post for an Associate Humanitarian Affairs Officer, which will be accommodated through the redeployment of one National Professional Officer post from the Recovery, Rehabilitation and Reintegration Section as well as three national General Service staff posts for two Programme Assistants and one Administrative Assistant, which will be accommodated through redeployment from the Civil Affairs Section. A Humanitarian Officer (P-4), reprofiled from an existing P-4 post for Special Assistant in the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator, will oversee this downsized humanitarian coordination office.

Consolidation of Democratic Governance Section

International staff: increase of 2 posts (reassignment of 1 D-1 post from the Political Planning and Policy Section and redeployment of 1 Field Service post from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator

77. In the context of the reconfiguration of the organizational and administrative structure of the Mission, the establishment of a Consolidation of Democratic Governance Section, under the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator, is proposed. The Section will coordinate the work of the three key sections of the consolidation of democratic governance pillar, namely, the Reconciliation and Peace Consolidation Section, the Governance Section and the Political Analysis Section. The Consolidation of Democratic Governance Section will focus on the implementation of the Mission's mandate in accordance with Security Council resolution 2066 (2012) with respect to solidifying peace and stability in Liberia through support to national reconciliation processes and by monitoring and supporting the process of decentralization of governance throughout the country, improving the management of natural resources, supporting national actors to move forward with a range of vital political processes, including constitutional reform, while providing overall political analysis for the Mission. The Consolidation of Democratic Governance Section will be under the strategic direction of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator. Pursuant to the call by the Security Council in its resolution 2066 (2012) for UNMIL to make the appropriate internal adjustments in order to implement its mandate, the Consolidation of Democratic Governance Section presents a thematic structure which will allow for more comprehensive coverage of the issues specifically mentioned in resolution 2066 (2012), while increasing coherence among workplans, minimizing overlap and redundancies and maximizing the Mission's impact in these mandated areas. The Section will comprise a Head of Office at the D-1 level, which will be accommodated through the reassignment of one D-1 post from the Political Planning and Policy Section. The incumbent will have overall responsibility for the

management of the three thematic sections, namely, Reconciliation and Peace Consolidation, Governance and Political Analysis, which will all be headed by officers at the P-5 level in order to ensure effective coordination and execution of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator strategic directives on relevant issues and provide overarching direction to officers within the thematic sections. The Head of Office will deputize in the absence of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator. The Head of Office will be supported by an Administrative Assistant at the Field Service level, who would be accommodated through the redeployment of one Field Service post from the Recovery, Rehabilitation and Reintegration Section.

Governance Section

International staff: increase of 7 posts (reassignment of 1 P-5 post from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator and redeployment of 5 P-4 posts and 1 Field Service post from the Civil Affairs Section)

National staff: increase of 6 posts (redeployment of 4 National Professional Officer posts and 2 national General Service staff posts from the Civil Affairs Section)

United Nations Volunteers: increase of 3 positions (redeployment of 3 United Nations Volunteer positions from the Civil Affairs Section)

78. In the context of the reconfiguration of the organizational and administrative structure of the Mission, it is proposed that a Governance Section be established in order to ensure that the Mission effectively carry out its mandate under the terms of Security Council resolution 2066 (2012). As an integral part of the consolidation of democratic governance pillar of the Mission, which will also comprise the Reconciliation and Peace Consolidation Section and the Political Analysis Section, the Governance Section will focus on a range of governance and State authority issues, including to follow and support the process of decentralization of governance throughout the country, improve the management of the country's natural resources and work in collaboration with the Political Analysis Section to support a range of institutional reform processes, including constitutional review. The Governance Section will follow governance issues from a range of perspectives relevant to the mandate of UNMIL, with a major focus on the consolidation of State authority throughout the country, serving as a technical resource for civil affairs field officers who will be accompanying the decentralization process in the counties as well as ensuring follow-up on individual and general challenges in institutional development at the central level in this area. The Section will implement the natural resources mandate of the Mission, which is to support the Government in its effort to improve natural resources management, given its role as a fundamental conflict factor in Liberia and the rapidly increasing area of investment, particularly with respect to extractive and agricultural industries. The Governance Section will also follow issues related to corruption and monitor the functioning of the Liberian Anti-Corruption Commission and other mechanisms to address corruption. The Section will contribute to a stable security environment in Liberia conducive to the eventual transition of UNMIL through the building of national capacity to administer and govern effectively, particularly outside of the capital and to increase government

management of resources to improve revenues as well as the security environment surrounding concession areas. The Section will comprise a Head of Section at the P-5 level, which will be accommodated through the reassignment of one P-5 post from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator, who will manage the Section and ensure substantive quality of the Mission's work in the areas of consolidation of State authority and natural resources management. The Head of Section will be supported by 10 Civil Affairs Officers (5 P-4, 3 United Nations Volunteers and 2 National Professional Officers), 2 Associate Civil Affairs Officers (National Professional Officers) and 3 Administrative Assistants (1 Field Service and 2 national General Service staff posts), all of which will be accommodated through the redeployment of the related posts from the Civil Affairs Section. Consistent with the mandated priorities of UNMIL, the work of the Section will play an essential role as the Mission prepares to draw down in civilian areas by increasing engagement with relevant United Nations system agencies and other actors involved in these issues.

Political Analysis Section

International staff: increase of 7 posts (redeployment of 1 P-5, 3 P-4, 2 P-3 and 1 Field Service posts from the Political Planning and Policy Section)

National staff: increase of 2 posts (redeployment of 2 national General Service staff posts, one each from the Political Planning and Policy Section and Civil Affairs Section, respectively)

United Nations Volunteers: increase of 3 positions (redeployment of 3 United Nations Volunteer positions from the Political Planning and Policy Section)

79. In the context of the reconfiguration of the organizational and administrative structure of the Mission, it is proposed that a Political Analysis Section be established in order to ensure that the Mission effectively carry out its mandate under the terms of Security Council resolution 2066 (2012). An institutionalized integrated approach to political analysis will help to guide Mission interventions in these areas and to avoid politically risky interventions, which will promote more integrated analysis and more cohesive strategic thinking within the pillars across the Mission. As an integral part of the democratic governance pillar, the Political Analysis Section will provide a general political perspective with respect to governance and reconciliation processes. In addition, while ensuring that the Mission's advice and technical assistance in these areas is guided by political analysis, the Section will also continue following the activities and processes of the Legislature, ensure a sufficient focus on the constitutional review process, in close coordination with the rule of law pillar, and ensure forward-looking analysis of electoral processes and political dynamics with respect to the Government. The Section will be headed by a Senior Political Affairs Officer at the P-5 level, which will be accommodated through the redeployment of one P-5 post from the Political Planning and Policy Section, who will ensure the substantive quality of the Mission's work in the areas of constitutional reform and political analysis, particularly with respect to development in the areas of reconciliation and governance. The Head of the Political Analysis Section will be supported by eight Political Affairs Officers (3 P-4, 2 P-3 and 3 United Nations Volunteers), three Administrative Assistants (1 Field Service and 2 national General Service staff),

which will be accommodated through the redeployment of all related posts from the Political Planning and Policy Section, with the exception of one national General Service staff post redeployed from the Civil Affairs Section.

Reconciliation and Peace Consolidation Section

International staff: increase of 10 posts (redeployment of 1 P-5, 5 P-4 and 1 P-3 posts from the Civil Affairs Section, 1 P-4 post from the Political Planning and Policy Section and 1 P-4 and 1 P-2 posts from the Recovery, Rehabilitation and Reintegration Section)

National staff: increase of 8 posts (redeployment of 3 National Professional Officer posts from the Civil Affairs Section, 2 National Professional Officer posts and 2 national General Service staff posts from the Recovery, Rehabilitation and Reintegration Section and 1 national General Service staff post from the Civil Affairs Section)

United Nations Volunteers: increase of 2 positions (redeployment of 2 United Nations Volunteer positions from the Civil Affairs Section)

80. In the context of the reconfiguration of the organizational and administrative structure of the Mission, it is proposed that a Reconciliation and Peace Consolidation Section be established in order to ensure that the Mission effectively carry out its mandate under the terms of Security Council resolution 2066 (2012). The Section will focus on a range of issues relating to the national reconciliation process in Liberia, while working closely with the Political Analysis Section to ensure continued analysis of the reconciliation process and how its progress is impacted by the overall political dynamics in the country. The Reconciliation and Peace Consolidation Section will follow reconciliation issues from a range of perspectives, including continuing to monitor activities relating to the implementation of the recommendations of the Truth and Reconciliation Commission, progress on the implementation of the recently developed National Reconciliation Road Map as well as providing technical advice and support to other institutions established to address conflict factors, such as the Land Commission and localized peace committees, while strengthening civil society's role in these processes. The Section will work with national, international and United Nations partners, including the Peacebuilding Commission, to monitor, advocate and support the work of stakeholders at all levels towards the implementation of inclusive national reconciliation and related policies and processes aimed at addressing factors contributing to the conflict. The Section will also lend support to related structural and legal reform processes. The areas of focus of the Section include enhancing civil society and grass-roots efforts to play a greater role in peacebuilding, legal and structural reform and reconciliation initiatives; building capacity for conflict management and transformation, including the use of alternate mechanisms for resolving land and natural resources disputes; supporting transitional justice initiatives at all levels; empowering and decentralizing peace committees to the district level; programmatic interventions for longer-term stabilization efforts in such areas as poverty, youth unemployment, alternative livelihoods and food security; providing technical advice and expertise and sharing best practices and lessons learned from similar national processes; and establishing coordination structures for United Nations support to ensure complementary efforts. The Section will be headed by a Senior Civil Affairs Officer at the P-5 level, which will be accommodated through the redeployment of one P-5 post from the Civil

Affairs Section. The Head of Section will be supported by eight Civil Affairs Officers (5 P-4, 1 P-3 and 2 United Nations Volunteers), which will be accommodated through the redeployment of the related posts from the Civil Affairs Section, two Recovery, Rehabilitation and Reintegration Officers (1 P-4 and 1 P-2), which will be accommodated through the redeployment of the related posts from the Recovery, Rehabilitation and Reintegration Section, one Political Officer (1 P-4), which will be accommodated through the redeployment of 1 P-4 post from the Political Planning and Policy Section, three Associate Civil Affairs Officers (National Professional Officer), which will be accommodated through the redeployment of three National Professional Officer posts from the Civil Affairs Section, two Associate Recovery, Rehabilitation and Reintegration Officers (National Professional Officer), which will be accommodated through the redeployment of two National Professional Officer posts from the Recovery, Rehabilitation and Reintegration Section and three Administrative Assistants (national General Service staff), which will be accommodated through the redeployment of two national General Service staff posts from the Recovery, Rehabilitation and Reintegration Section and one national General Service staff post from the Civil Affairs Section.

Political Planning and Policy Section

International staff: decrease of 16 posts (reassignment of 1 D-1 post, redeployment of 1 P-5, 7 P-4, 3 P-3 and 3 Field Service posts and abolishment of 1 P-2 post)

National staff: decrease by 1 post (redeployment of 1 national General Service staff post)

United Nations Volunteers: decrease by 4 positions

81. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process that would take into account broad challenges, including governance and rule of law as well as the political context, the dissolution of the Political Planning and Policy Section is proposed. It is also proposed that the staffing establishment of the Section comprising 21 posts (1 D-1, 1 P-5, 7 P-4, 3 P-3, 1 P-2, 3 Field Service, 1 national General Service staff and 4 United Nations Volunteers) be reassigned and redeployed to the proposed thematic sections and that 1 P-2 post be abolished.

Recovery, Rehabilitation and Reintegration Section

International staff: decrease of 4 posts (redeployment of 1 P-4, 1 P-3, and 1 P-2 and 1 Field Service post)

National staff: decrease of 7 posts (redeployment of 3 National Professional Officer posts and 4 national General Service staff posts)

United Nations Volunteers: decrease of 1 position (redeployment of 1 United Nations Volunteer position)

82. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments

with respect to a sustainable transition planning process which would take into account broad challenges, including governance and rule of law as well as the political context, the dissolution of the Recovery, Rehabilitation and Reintegration Section is proposed. It is also proposed that the staffing establishment of the Section, comprising 12 posts (1 P-4, 1 P-3, 1 P-2, 1 Field Service, 3 National Professional Officer, 4 national General Service staff and 1 United Nations Volunteer), be redeployed to the proposed thematic sections.

Civil Affairs Section

International staff: decrease of 40 posts (reassignment of 1 P-5 post, redeployment of 1 P-5, 15 P-4, 15 P-3 and 5 Field Service posts and abolishment of 1 D-1, 1 P-4 and 1 P-3 posts)

National staff: decrease of 32 posts (redeployment of 15 National Professional Officer posts and 17 national General Service staff posts)

United Nations Volunteers: decrease of 20 positions (redeployment of 20 United Nations Volunteer positions)

83. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process which would take into account broad challenges, including governance and rule of law as well as the political context, the dissolution of the Civil Affairs Section is proposed. It is also proposed that of the staffing establishment of the Section, comprising 92 posts with 1 P-5 post to be reassigned, 87 posts (1 P-5, 15 P-4, 15 P-3, 5 Field Service, 15 National Professional Officer, 17 national General Service staff and 20 United Nations Volunteers) be redeployed to the proposed thematic sections and county offices, and 3 posts (1 D-1, 1 P-4 and 1 P-3) be abolished.

Component 4: support

84. As detailed in the framework below, effective and efficient administrative, logistical and security services support will be provided for a total of 7,711 military and police personnel and 1,676 civilian staff encompassing the executive leadership as well as security, rule of law and consolidation of democratic governance components of the Mission in the conduct of their mandated activities.

85. In the 2013/14 financial period, UNMIL has proposed a significant reduction in civilian staffing under its Mission support. The budget period will be a transitioning period for UNMIL as it begins to reposition itself and adapt to a reduced military component. While the Mission plans to reduce its overall presence in Liberia over the course of a 3-year period, the Mission will remain an active participant in supporting the Government of Liberia. Moreover, while the presence of the military continues to diminish, UNMIL has a great number of challenges in finalizing the closure of camps, adherence to environmental clean-up standards, the repatriation of personnel and equipment as well as the refurbishment, reconfiguration and maintenance of camps throughout the country as some units will be moved to different locations based on updated risk assessments. Based on a comprehensive evaluation, UNMIL staffing needs will be in line with the military

drawdown as well as taking into account key staffing ratios across other similar-sized missions.

86. During the 2013/14 financial period, Mission support will continue to provide service support to logistically sustain day-to-day operations across the Mission, while downsizing the UNMIL military component by 1,018 troops, 249 vehicles and 63 sea containers. Concurrently Mission support will close a minimum of nine camps, relocate one infantry battalion to the Côte d'Ivoire border as part of the internal movement of an additional 700 troops and 53 vehicles, and receive and integrate the final formed police unit. These activities will require detailed sequencing to ensure that critical and limited resources such as helicopters, mechanical handling equipment and heavy duty vehicles are available to support the ongoing mandate of the Mission and the downsizing and relocation of the military personnel.

87. The Mission will actively contribute to the implementation of the environmentally friendly plans in line with the environmental policies and guidelines for United Nations field missions. The Mission will continue to improve its record on road safety through the training of new personnel on all-terrain driving and conducting regular road safety campaigns. The Mission will maintain its current ground transport fleet and will continue to provide aviation services in a safe, cost-efficient, effective and reliable manner.

88. The proposed requirements for facilities and infrastructure would cover the increased provision for maintenance supplies owing to higher maintenance costs of aged and ageing facilities (water treatment plants, prefabricated facilities in camps among others) that have already corroded as a result of the wear and tear aggravated by the harsh weather conditions. With respect to construction services, provisions would cover the cost of the consolidation of camps as part of the Mission drawdown plan. There is also an increased requirement to procure spare parts and supplies as the aged assets and other equipment, in particular the Mission's numerous generators, require constant maintenance. To comply with environmental standards, the Mission would undertake the acquisition of incinerators for medical waste in different UNMIL locations and the cleaning up of the camps that will be vacated as a result of the troop drawdown. It may be noted that clean-up includes the cost of dismantling the facilities in the camps identified as well as the cost of the environmental clean-up after the closing of the camps.

89. Communications and information technology services will be enhanced through the maintenance of the existing information technology and communications system architecture. In addition, regular support will be provided to all personnel in terms of the communications and information technology infrastructure, and continuous communications linkage will be prioritized so as to ensure that all United Nations personnel are secure and able to communicate information in the various counties. Moreover, upgrades to the information technology architecture are required owing to the implementation of the enterprise resource planning project (Umoja) and IPSAS.

90. The Mission will provide medical services through the various levels of clinics and hospitals spread over its area of operations, medical evacuations into and out of the Mission and HIV/AIDS counselling and testing services, including post-exposure prophylaxis, whenever necessary.

91. UNMIL will continue its participation in the pilot project aimed at improving the presentation of the results-based-budgeting frameworks for its support component. Accordingly, the framework set out below presents service improvement indicators of achievement and related outputs, which are categorized under four subheadings (military and police; personnel management; assets and facilities; services). The standard support outputs and Mission-specific non-standard or specialized outputs comparing the 2012/13 and 2013/14 periods, are presented in tables 5 and 6 below.

Expected accomplishments	*Indicators of achievement*
4.1 Increased efficiency and effectiveness of logistical, administrative and security support for the Mission	**Military and police**
	4.1.1 Full compliance with the overall drawdown plan with respect to military contingents as well as the emplacement of a formed police unit
	4.1.2 Completion of environmental clean-up of all vacated military camps (2011/12: 0; 2012/13: 0; 2013/14: 8)
	4.1.3 Reduction in the number of military personnel through the successful repatriation of 1 infantry battalion, 1 engineer company, 1 level II field hospital and two brigade headquarters, totalling 1,018 troops, 249 vehicles and 63 sea containers
	Personnel management
	4.1.4 Continuation of a national staff capacity-building programme (2011/12: 100 certificates; 2012/13: 90 certificates; 2013/14: 50 certificates)
	4.1.5 Maintenance of gender distribution at all grade levels (2011/12: 38 per cent female; 2012/13: 38 per cent female; 2013/14: 38 per cent female)
	4.1.6 All Mission personnel trained in United Nations standards of conduct and discipline and awareness of sexual exploitation and abuse
	Assets and facilities
	4.1.7 Disposal of written-off equipment within 180 days from approval for commercial sale and 90 days for destruction/scrap
	4.1.8 Reduction in the number of major car accidents (accidents with a repair cost of more than $500) (2011/12: 45; 2012/13: 40; 2013/14: 35)
	4.1.9 100 per cent compliance with minimum operating security standards for all United Nations facilities in all 15 counties (2011/12: 85 per cent; 2012/13: 100 per cent; 2013/14: 100 per cent)

4.1.10 Reduction by 20 per cent in reported cases of theft and pilferage (2011/12: 186 cases; 2012/13: 170; 2013/14: 150)

4.1.11 Reduction by 5 per cent in the number of reported injuries and 60 per cent safety violations requiring follow-up and monitoring in order to improve safe working practices in the sector

Services

4.1.12 Increase in the vehicle availability rate (2011/12: 78 per cent; 2012/13: 90 per cent; 2013/14: 95 per cent)

4.1.13 Increase in the percentage of calls to the Communications and Information Technology Section service desk resolved within 1 hour of the receipt of the call (2011/12: 63 per cent; 2012/13: 88 per cent; 2013/14: 85 per cent)

4.1.14 Increase in wireless system coverage of all UNMIL facilities and residences (2011/12: 88 per cent; 2012/13: 92 per cent; 2013: 95 per cent)

4.1.15 Reduction in the proportion of accounts receivable outstanding for more than 12 months to the total balance of account receivables at the end of the financial year, through continuous ageing analysis and proactive follow-up with regard to funds owed to the Organization (2011/12: 4.6 per cent; 2012/13: 5 per cent; 2013/14: 3 per cent)

4.1.16 Enhance the safety and security of aviation operation through ensuring that rescue and firefighting equipment are maintained and serviceable, secure aircraft refuelling services and more efficient search and rescue operational capabilities

4.1.17 Progress on IPSAS and Umoja implementation

Outputs

Service improvements

Military and police

- Engaging in cross-cutting dialogue with UNMIL, local/national community and host country partners in joint inspections and agreements for environmental clearance certification
- Reviewing environmental procedures for, inter alia, wastewater, solid and hazardous waste, and developing related standard operating procedures and statements of work for waste disposal
- Consolidation of contingent camps leading to the reduction in maintenance as well as usage of generators and fuel

Personnel management

- Improvement in staff capacity through e-Cornell certification course on human resources practitioners and supervisors
- Monitoring of a shortlist for programme managers to prioritize women candidates with the required experience and qualifications
- Provision of career counselling on a mobility initiative for staff with 5 years or more in Mission and United Nations Volunteers close to the maximum years of service
- Provision of induction training on work safety, conduct and discipline (twice per month) for all new personnel to the Mission, 30 refresher training sessions for military, police and civilian staff on sexual exploitation and abuse/conduct and discipline
- Provision of 45 informational sessions for the host population located near United Nations installations on United Nations standards of conduct and the zero-tolerance policy with respect to sexual exploitation and abuse
- Provision of training for 50 national staff members as a part of the national staff capacity-building programme, including International Computer Driving Licence courses and Professional Administration Diploma courses
- Increase in the visibility of conduct and discipline activities in local communities throughout the Mission area, including through proactive advertising of the hotline number, complaint boxes and sensitization against sexual exploitation and abuse

Assets and facilities

- Acceleration of disposals of written-off assets by a more frequent schedule of the Local Property Survey Board relating to commercial and scrap metal sales
- Enhancement of the safe-driving training and testing programme for all types of light and heavy vehicles (including material-handling equipment) to improve skills across the Mission and reduce the number of traffic accidents
- Introduction of quarterly in-house training on diagnostic and maintenance (ground transport) skills, including on the implementation of the fleet maintenance system
- Capturing liberty charges from staff for non-official usage of vehicles in accordance with the liberty mileage policy
- Increase in the use of closed-circuit television cameras in 105 UNMIL locations for safety and security
- Quarterly workplace inspections to identify unsafe occupational health and safety practices in the sectors
- Update of minimum operating residential security standards surveys for all international staff, United Nations Volunteers, United Nations police and military observers

Services

- Consolidation of help desk functions to provide a "one-stop shop" for service support related to information and communications technology
- Monthly formal follow-up actions on recovery, for all cases which have been outstanding for more than six month

- Connection to the undersea fibre-optic cable to enhance Internet access to staff
- Relocation of aviation staff to regional destinations (Zwedru and Harper) to provide improved client services and enhance operational safety
- Support for the implementation of IPSAS, including re-engineering of business processes for IPSAS compliance, updating the Mission standard operating procedures to reflect IPSAS requirements and training all finance, budget and property management staff in the Mission
- Support for the implementation of Umoja, including legacy system data-quality analyses and data cleansing in the Mission

External factors

Status-of-forces agreement is complied with; vendors, contractors and suppliers deliver goods and services as contracted; a peaceful and secure environment and stability and peace among regional actors are maintained

Table 5
Standard support outputs

Output	*Approved 2012/13*	*Proposed 2013/14*
Emplacement, rotation and repatriation of military and police personnel and administration of civilian personnel	Average strength of 133 military observers, 7,807 military contingent personnel (including 88 staff officers), 498 United Nations police officers, 845 formed police personnel, 32 corrections officers and administration of 1,817 civilian personnel (including 3 temporary positions)	Average strength of 133 military observers, 5,418 military contingent personnel (including 88 staff officers), 498 United Nations police officers, 1,265 formed police personnel, 32 corrections officers and administration of 1,676 civilian personnel
Monitoring of contingent-owned equipment and self-sustainment services provided	Verification and monitoring of an average of 7,719 contingent personnel and 845 formed police personnel, 4,015 major equipment items and 22 self-sustainment categories	Verification and monitoring of an average of 5,332 contingent personnel and 1,265 formed police personnel, 3,830 major equipment items and 23 self-sustainment categories
	Conduct of 340 periodic and 68 operational readiness inspections	Conduct of 319 periodic and 58 operational readiness inspections
	272 contingent-owned equipment verification reports submitted to Headquarters in order to facilitate the reimbursement of contributing Governments, involving 3,840 person-days on inspections to include 2,344 civilian staff and 1,496 military staff officer person-days	245 contingent-owned equipment verification reports submitted to Headquarters in order to facilitate reimbursement of contributing Governments, involving 3,404 person-days on inspections to include 2,408 civilian staff and 996 military staff officer person-days

Output	*Approved 2012/13*	*Proposed 2013/14*
	4 quarterly overview letters on Mission-wide assessments of contingent-owned-equipment capabilities and performance	4 quarterly overview letters on Mission-wide assessments of contingent-owned-equipment capabilities and performance
	4 meetings of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board conducted	2 meetings of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board conducted
100 per cent accountability for United Nations-owned equipment	100 per cent verification of United Nations-owned equipment	100 per cent verification of United Nations-owned equipment
Rations	Storage and supply of rations for an average strength of 7,719 military contingent personnel and 845 formed police personnel	Storage and supply of rations for an average strength of 5,332 military contingent personnel and 1,265 formed police personnel
	Storage and supply of 14-day composite ration packs and water for 7,940 military personnel (7,719 military contingents; 133 military observers; 88 staff officers), 1,375 police personnel (498 United Nations police, 32 corrections officers and 845 formed police personnel) and 752 civilian staff (515 international civilian personnel and 237 United Nations Volunteers)	Storage and supply of 14-day composite ration packs and bottled water for 5,553 military personnel (5,332 military contingents; 133 military observers; 88 staff officers), 1,795 police personnel (498 United Nations police, 32 corrections officers and 1,265 formed police personnel), 722 civilian staff (485 international civilian personnel and 237 United Nations Volunteers) and 95 national staff (10 per cent of 885 national General Service staff and 69 National Professional Officers considered essential)
Fuel supply	13.5 million litres of diesel and petrol for an average of 309 (in use at any one time) United Nations-owned and 251 contingent-owned generators	11.3 million litres of diesel and petrol for an average of 281 (in use at any one time) United Nations-owned and 241 contingent-owned generators
Maintenance of premises	Maintenance and repair of 77 military/formed police unit sites, 5 United Nations police premises and 19 civilian staff premises in 101 locations	Maintenance and repair of 69 premises for 58 military and 10 formed police unit sites, 6 United Nations police premises and 14 civilian staff premises in 89 locations. Refurbish one vacated military camp for the final incoming formed police unit

Output	*Approved 2012/13*	*Proposed 2013/14*
Maintenance of generators	Operation, repair and maintenance of 400 United Nations-owned generators in stock or in use at all UNMIL locations in Liberia not connected to the public electrical reticulation and not supported by contingent-owned generators	Operation, repair and maintenance of 381 United Nations-owned generators in stock or in use at all UNMIL locations in Liberia not connected to the public electrical reticulation and not supported by contingent-owned generators
Maintenance of prefabricated buildings	Repair and maintenance of 980 United Nations-owned prefabricated accommodation buildings, 422 ablutions units and 182 prefabricated hard-wall modular buildings in use at all UNMIL locations in Liberia	Repair and maintenance of 1,509 United Nations-owned prefabricated accommodation buildings, ablutions units and hard-wall modular prefabricated buildings in use at all UNMIL locations in Liberia
Maintenance and rehabilitation of roads	Maintenance and renovation of 1,280 km of roads (main and secondary supply roads)	Maintenance and renovation of 946 km of roads (main and secondary supply roads)
Fleet of vehicles	Operation and maintenance of a fleet of 1,145 United Nations-owned vehicles, including armoured vehicles, engineering vehicles, trailers and material-handling equipment, at 10 workshops in 8 locations (Monrovia, Buchanan, Zwedru, Harper, Tubmanburg, Voinjama, Gbarnga and Greenville), 3 outsourcing repair and maintenance workshops and 2 body and panel-beating workshops and equipment	Operation and maintenance of a fleet of 1,013 United Nations-owned vehicles, including armoured vehicles, engineering vehicles, trailers and material-handling equipment, at 10 workshops in 8 locations (Monrovia, Buchanan, Zwedru, Harper, Tubmanburg, Voinjama, Gbarnga and Greenville), 5 outsourcing repair and maintenance workshops and 1 panel-beating workshop
	Supply of 9.55 million litres of diesel and petrol for ground transportation to 965 United Nations-owned and 1,428 contingent-owned vehicles (excluding trailers and vehicle attachments)	Supply of 8.1 million litres of diesel and petrol for ground transportation to 843 United Nations-owned and 1,315 contingent-owned vehicles (excluding trailers and vehicle attachments)
Fleet of aircraft	Operation of 3 fixed-wing and 15 rotary-wing aircraft, including 11 military aircraft	Operation of 3 fixed-wing and 14 rotary-wing aircraft, including 11 military aircraft
	Supply of 9.7 million litres of aviation fuel for air operations support aircraft	Supply of 9.1 million litres of aviation fuel for air operations support aircraft

Output	*Approved 2012/13*	*Proposed 2013/14*
Flight hours	8,759 flight hours (1,991 for 3 fixed-wing aircraft and 6,768 for 15 rotary-wing aircraft), including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search and rescue flights, border patrols and other flights	7,998 flight hours (2,320 for 3 fixed-wing aircraft and 5,678 for 14 rotary-wing aircraft), including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search and rescue flights, border patrols and other flights
Airfield locations	Maintenance of 7 airfields, 8 terminal facilities and 35 locations for helicopter landing sites	Maintenance and repair of 7 airfields, 8 terminal facilities and 35 locations for helicopter landing sites
Medical facilities	Operate and maintain 8 level I clinics, 3 contingent-owned level II hospitals, 1 contingent-owned level III hospital and 23 contingent-owned first aid stations for all Mission personnel	Operate and maintain 2 United Nations-owned level I clinics in Monrovia and 7 United Nations-owned level I health units, 22 contingent-owned first-aid stations (level I clinics), 2 contingent-owned level II hospitals and 1 contingent-owned level III hospital in Monrovia
	Maintenance of Mission-wide capability for land and air evacuation, including to level IV hospitals in Ghana and South Africa	Maintenance of Mission-wide capability for land and air evacuation, including to level IV hospitals in Ghana and South Africa
	Maintenance of voluntary confidential counselling and HIV testing facilities targeting all Mission personnel	Maintenance of voluntary confidential counselling and HIV testing facilities targeting all Mission personnel
	Conduct 22 induction training sessions on HIV/AIDS awareness and prevention for all categories of personnel	Conduct mandatory HIV/AIDS awareness and prevention training for all categories of personnel
	One peer education training course conducted for 20 national staff stationed outside Monrovia	Conduct peer education training for 20 selected personnel from the Armed Forces of Liberia, the Liberia National Police, the Bureau of Corrections and Rehabilitation and the Bureau of Immigration and Naturalization and train 20 national staff in facilitation skills

Output	*Approved 2012/13*	*Proposed 2013/14*
Operation and maintenance of communications	Operate, support and maintain HF/VHF radio system, including 53 VHF repeaters, 4,207 high-frequency (HF)/very high frequency (VHF) radios, hand-held, base and mobile, throughout UNMIL area of operations, with availability in excess of 99.95 per cent (4.4 hours/year downtime)	Operate, support and maintain HF/VHF radio system, including 75 HF and VHF repeaters and transmitters, 3,124 VHF/ultra-high frequency (UHF) hand-held and 98 VHF base stations throughout UNMIL area of operations, with availability in excess of 99.95 per cent (4.4 hours/year downtime)
	Operation and maintenance of 1 Earth station hub and 15 very small aperture terminal (VSAT) systems to support inter-mission/international voice calls and data backup for mission-critical applications and Internet services in case of Internet service provider failure, with availability of 99.98 per cent	Operation and maintenance of 1 Earth station hub and 26 VSAT systems, to support inter-mission/international voice calls and data backup for mission-critical applications and Internet services in case of Internet service provider failure, with availability of 99.95 per cent
	Operation, support and maintenance of telephone services, consisting of 36 telephone exchanges, 703 mobile phones and 100 Thuraya and 35 broadband global area network (BGAN) satellite phones. Complete 25 per cent replacement of MD110 exchanges to a new model of MX-ONE in sector A2 by June 2012. Availability in excess of 99.95 per cent	Operation, support and maintenance of telephone services consisting of 35 telephone exchanges, 952 mobile phones and 94 Thuraya and 24 BGAN satellite phones. Availability in excess of 99.95 per cent
	Operation, support and maintenance of 42 microwave links and 66 narrowband digital radio systems to ensure efficient bandwidth allocation and management, with 80 per cent of capacity utilized more than 50 per cent of the time and saturated less than 3 per cent of the time	Operation, support and maintenance of 72 microwave links (144 terminals) and 60 narrowband digital radios (Aprisa) (120 terminals) to ensure efficient bandwidth allocation and management
	Implementation/detection/protection of data security, network intrusion and virus to reach 99.95 per cent data availability and integrity	Implementation of antivirus protection

Output	*Approved 2012/13*	*Proposed 2013/14*
Geographic information and maps	Planning and implementation of 4 rounds of 2-day training in Global Positioning System, Geographic Information System and map-related training for 70 Mission staff, including Google Earth to Mission staff, military observers, United Nations police officers, staff officers, security officers, and Air Operations and Engineering Section staff	Planning and implementation of 4 rounds of 2-day training in Global Positioning System, Geographic Information System and map-related training for 60 persons (both United Nations and government personnel)
	Production, maintenance and distribution of 4,800 various operational maps, thematic maps, satellite-image maps, web-based e-maps and related geospatial services in support of Mission operations	Production, maintenance and distribution of 3,840 various operational maps, thematic maps, satellite-image maps, web-based e-maps and related geospatial services in support of Mission operations as well as provision of web-based mapping services using Google Earth and ArcGIS (Environmental Systems Research Institute)
	Provision of 890,954 k^2 of coverage of geospatial data collection (80 per cent of the entire country)	Provision of 890,954 k^2 of coverage of geospatial field data collection representing 80 per cent of the entire country for mission operations
	Provision of web-based mapping services using Google Earth and ArcGIS Server to cover 100 percent of the Mission's area of operation for terrain analysis and geospatial intelligence and study	Planning and conducting of 15 sessions of Global Positioning System, Geographic Information System and map-related induction training for United Nations military observers and staff officers
Information technology	Operation, support and maintenance of seamless connectivity to UNMIL network anywhere in UNMIL sites and in the world over Internet virtual private network (VPN), with availability in excess of 99.5 per cent (44 hours/year downtime)	Operation, support and maintenance of seamless connectivity to the UNMIL network file structure from anywhere in the world over Internet VPN, with availability in excess of 99.5 per cent (44 hours/year downtime)
	Operation, support and maintenance of high speed terrestrial connection to 80 per cent of the sites, representing 95 per cent of the users, with 99.5 per cent availability	Operation support and maintenance of high speed terrestrial connection to 80 per cent of the sites, representing 95 per cent of the users, with 99.5 per cent availability

Output	*Approved 2012/13*	*Proposed 2013/14*
	Operation, support and maintenance of 2 Internet links, for Liberia and south-east Liberia, through the undersea fibre-optic cable in Côte d'Ivoire, with 99.5 per cent availability	Operation, support and maintenance of 2 Internet links, for Liberia and south-east Liberia, through the undersea fibre-optic cable in Côte d'Ivoire, with 99.5 per cent availability
	Operation, support and maintenance of availability and applications performance at data centres achieving high (99.95 per cent) availability	Operation, support and maintenance of availability and applications performance at data centres achieving high (99.95 per cent) availability
	Operation, support and maintenance of end-users' information and communications technology equipment (1,154 laptops, 1,467 desktops, 95 servers, and other equipment including printers, faxes and digital senders)	Operation, support and maintenance of end-users' information and communications technology equipment (706 laptops, 1,131 desktop computers, 58 servers, 211 printers, 10 local area networks and 1 wide area network)

Table 6
Mission specific, non-standard (or specialized) outputs

Output	*Approved 2012/13*	*Proposed 2013/14*
Emplacement, rotation and repatriation of military and police personnel and administration of civilian personnel (Mission transitioning)		Repatriation of 1 infantry battalion, 1 engineer company, 1 level II field hospital and 2 brigade headquarters, comprising 1,018 troops, 249 vehicles and 63 sea containers
		Conduct relief in place operations to internally relocate 1 infantry battalion to backfill repatriating units in vulnerable border areas, comprising 700 troops, 53 vehicles and 12 sea containers
		Reception, staging, integration and onward movement of the final incoming formed police unit, comprising 140 personnel and all equipment
Contingent-owned equipment and self-sustainment (Mission transitioning)		Repatriation of the contingent-owned equipment from 2 troop-contributing countries

Output	*Approved 2012/13*	*Proposed 2013/14*
Facilities and infrastructure	Provision of sanitation services, including sewage and garbage collection and disposal at all 101 UNMIL locations in Liberia	Provision for continued sanitation services, including garbage collection and disposal, for 89 UNMIL locations in Liberia
	Operation and maintenance of 43 United Nations-owned water treatment plants, serving 38 UNMIL locations not connected to the public water reticulation and not supported by contingent-owned water purification plants	Operation and maintenance of 36 water treatment plants serving 28 UNMIL sites/plants maintained not connected to the public water reticulation and not supported by contingent-owned water purification plants
	20 inspections per quarter for compliance with the Department of Peacekeeping Operations environmental policy and guidelines for United Nations field missions	52 annual (13 quarterly) environmental inspections in compliance with the United Nations environmental policies and guidelines for field missions
	Operation and maintenance of 7 waste treatment plants	Operation and maintenance of 7 waste treatment plants
		Drilling of 2 boreholes to provide water to troops
Ground transportation	Operation of daily shuttle services for 1,000 passengers a day, 5 days a week, and as required during weekends, for United Nations civilian and police personnel, military observers and staff officers from their accommodations to Mission facilities/premises	Operation of daily shuttle services for 1,000 passengers a day, 5 days a week, and as required during weekends, for United Nations civilian and police personnel, military observers and staff officers from their accommodations to Mission facilities/premises

Output	*Approved 2012/13*	*Proposed 2013/14*
Public information on security sector reform/public information campaign to support the security sector by promoting measures taken for a stable security environment in Liberia, reporting on the progress of the security sector and enhanced law and order and improved operational capacity of the Liberia National Police	Multimedia coverage through the production of balanced reports on the work of security agencies highlighting the work of the Liberian security sector, such as the Emergency Response Unit and the national police and UNMIL formed police units, community police and related quick-impact projects. Stories on the successful reintegration of ex-combatants through the production, broadcast and distribution of 13 daily news bulletins, and 2 one-hour weekly programmes (*Crimewatch*, *Community Court*, *Dateline Liberia* and *Coffee Break*), 2 three-minute video programmes distributed on 4 television stations, 12 print stories in quarterly *UN Focus*, and on the UNMIL website, 24 press releases and 12 press briefings, interviews and press facilitations on security related issues as well as 12 Spokesperson's *Coffee Break* radio programmes	The public information outputs have been realigned to substantive components in light of the recommendation of the Office of Internal Oversight Services
	Specific multimedia campaigns on security-related issues, such as community police, the recruitment of female police officers, traffic safety and crime prevention in 10 UNMIL Radio public service announcements broadcast on 30 community radio stations, 1 video public service announcement broadcast on 4 television stations and 30 community radio stations, 1 direct outreach session in 15 counties using 8 groups of traditional communicators, 15 performances and 6 songs from music bands and the dissemination of 2,000 T-shirts, 30,000 flyers, 5,000 stickers, 5,000 wristbands, 25,000 posters and 20 banners	Please see above

Output	*Approved 2012/13*	*Proposed 2013/14*
Public information campaign to support the consolidation of national authority throughout the country/public information campaign to inform and promote progress of the country towards peace consolidation/poverty reduction strategy/support for improved humanitarian conditions	Multimedia coverage of establishing good governance, promoting anti-corruption activities, anti-poverty, health, development, humanitarian, socioeconomic development, report on the refugees from Côte d'Ivoire and inter-border efforts undertaken by UNMIL and the United Nations country team, promoting the "One United Nations" initiative; through 8 one-hour weekly talk shows (*Palava Hut, One Voice, Reflections, Problem Page, Capitol Report, Front Page, Civil Affairs, Our President*) and four 30-minute weekly programmes (*UNMIL Postbag, You and Your Health, Staying Alive* and *School Days*); 2 daily programmes (*United Nations and African News* and *Yor Morning*); 260 *Coffee Break*, 208 *Nightshift*, 52 *Health is Our Wealth* and 52 *Let's Talk about Sex* programmes; 8 articles published in quarterly issues of *UN Focus* and on the UNMIL website and Facebook page, 1 three-minute video programme; 10 press conferences and interviews with guests such as the Ministry of Gender and Development; 10 press releases; and 12 Spokesperson's *Coffee Break* radio programmes	Please see above
	Planning and implementation of a multimedia campaign to encourage involvement in reconciliation, promoting the Millennium Development Goals, the poverty reduction strategy, education on HIV and living with HIV/AIDS, and on non-violence through various targeted campaigns, including 10 radio public service announcements, 2 radio programmes (biweekly *Periscope* and weekly *Civil Affairs*), 2 video public service announcements, 1 theatre and 4 music group performances, 2 songs, an event such as "A Star Is Born"; 3 celebrations (International Day of Peace, United Nations Day, and 16	Please see above

Output	*Approved 2012/13*	*Proposed 2013/14*
	Days of Activism, including Human Rights Day) of United Nations Days; the distribution of 30,000 flyers, 25,000 posters, 3,000 T-shirts, 5,000 wristbands; 15 community outreach sessions; the dissemination of press releases; conduct of 20 United Nations Communications Group meetings and 5 lectures at university institutions	
Public information campaign to support improved humanitarian conditions in Liberia/public information campaign to inform and promote progress of the country towards peace	Multimedia coverage corrections, legal and judicial sector institutions to explain Liberian law, the right to justice, and progress towards the protection of human rights, including the mandate of the Independent National Commission on Human Rights. Produce 3 regular weekly UNMIL Radio programmes, *Girl Power, Women's World, Let's Talk about Sex*, including panel discussions and interviews; 52 different radio programmes, including *Dateline Liberia, Community Court, Creek Town, Periscope* (One United Nations), *That Children's Business, Nationwide, This Government Thing, Between You and Me*; and 120 weekly news bulletins; 260 *Coffee Break* programmes; 2 short videos; 8 articles in *UN Focus*; 8 press conferences with United Nations agencies, funds and programmes; 8 press releases; and 6 Spokesperson's *Coffee Break* radio programmes	Please see above
Public information campaign to support progress in the rehabilitation and reintegration of war-affected populations in host communities/report on progress in regard to the rule of law and respect for human rights	Planning and implementation of public information campaigns aimed at the promotion of justice and human rights, against sexual exploitation and rape through 10 public service announcements broadcast on UNMIL and community radio; 2 video public service announcements on AIDS and children's rights broadcast on 4 television stations; the distribution of 30,000 flyers, 10,000 posters and 2,000 T-shirts; and 15 community outreach sessions using 8 groups of traditional	Please see above

Output	*Approved 2012/13*	*Proposed 2013/14*
	communicators. Promote an understanding of the transition process through 8 issues of *UNMIL Today*; organize 5 special events (International Day of United Nations Peacekeepers, International Day of Peace, Arts for Women's Rights, International Children's Day of Broadcasting and Day of the African Child); 10 articles for the website and Facebook, 50 photos of the day; convening of 8 press briefings, with guests from the Government; dissemination of 12 press releases; and 8 Spokesperson's *Coffee Break* radio programmes	
Provision of security services	Provision of security services at 186 guard posts 24 hours a day, 7 days a week, at all UNMIL facilities in all 15 counties of Liberia	Provision of security services at 186 guard posts 24 hours a day, 7 days a week, at all UNMIL facilities in all 15 counties of Liberia. As a result of the troop drawdown in some locations in the Mission, there will be a need for the civilian security personnel to provide security to protect United Nations assets and personnel at those locations
Provision of close protection	Provision of 24-hour close protection to 3 senior Mission staff and all visiting high-level officials at the level of Assistant Secretary-General and above	Provision of 24-hour close protection for the Special Representative of the Secretary-General and all visiting high-level officials at the level of Assistant Secretary-General and above
Security plan and security risk assessment	Semi-annual updated security plan and 2 annual security risk assessments	Semi-annual updated security plan and 2 annual security risk assessments
Mission warden plan	Exercise of Mission warden plan backed by minimum operating residential security standards; warden database tested annually and implemented in all regions	Training of wardens and conduct of concentration and evacuation/relocation exercise twice per year
Country-specific security minimum operating security standards/minimum operating residential security standards	Updating of country-specific minimum operating security standards/minimum operating residential security standards survey annually	Updating of country-specific minimum operating security standards/minimum operating residential security standards survey annually

Output	*Approved 2012/13*	*Proposed 2013/14*
Medical services		Medical emergency evacuations of UNMIL personnel within/outside the Mission area or as required
		HIV/AIDS counselling and testing services, including post-exposure prophylaxis
Security training programmes	Induction security training for all new staff of the Mission and United Nations agencies, funds and programmes. Training of 32 firefighters and regional fire focal points in mandatory firefighting and rescue operations. Fire-awareness training for 450 UNMIL staff, military personnel, United Nations police and agencies personnel. Training for 90 fire wardens	Security training programmes for 65 international security officers on firearms twice a year and for 167 national staff on less lethal weapons. Provide improvised explosive device training for 70 international and national security staff assigned to access control points. Train 35 national staff in emergency and basic fire response and 25 international staff on the emergency trauma bag
Naval	Operation of 1 coastal freighter	Operation of 1 coastal freighter
	Storage and supply of 0.6 million litres of naval transportation fuel	Storage and supply of 0.5 million litres of naval transportation fuel

Table 7
Human resources: component 4, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2012/13	–	1	1	1	–	**3**	1	–	**4**
Proposed posts 2013/14	–	1	2	1	1	**5**	2	–	**7**
Net change	–	–	**1**	–	**1**	**2**	**1**	–	**3**
Approved temporary positions[b] 2012/13	–	–	1	–	1	**2**	1	–	**3**
Proposed temporary positions[b] 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	**(1)**	–	**(1)**	**(2)**	**(1)**	–	**(3)**
Subtotal									
Approved posts 2012/13	–	1	2	1	1	**5**	2	–	**7**
Proposed posts 2013/14	–	1	2	1	1	**5**	2	–	**7**
Net change	–	–	–	–	–	–	–	–	–
Mission Support Division									
Office of the Director of Mission Support[c]									
Approved posts 2012/13	–	1	5	10	8	**24**	19	3	**46**
Proposed posts 2013/14	–	1	7	8	8	**24**	20	4	**48**
Net change	–	–	**2**	**(2)**	–	–	**1**	**1**	**2**
Administrative Services									
Approved posts 2012/13	–	1	16	12	49	**78**	118	51	**247**
Proposed posts 2013/14	–	1	16	12	39	**68**	110	49	**227**
Net change	–	–	–	–	**(10)**	**(10)**	**(8)**	**(2)**	**(20)**
Integrated Support Services									
Approved posts 2012/13	–	1	17	29	113	**160**	615	128	**903**
Proposed posts 2013/14	–	1	15	26	103	**145**	497	127	**769**
Net change	–	–	**(2)**	**(3)**	**(10)**	**(15)**	**(118)**	**(1)**	**(134)**
Subtotal, Mission Support Division									
Approved posts 2012/13	–	3	38	51	170	**262**	752	182	**1 196**
Proposed posts 2013/14	–	3	38	46	150	**237**	627	180	**1 044**
Net change	–	–	–	**(5)**	**(20)**	**(25)**	**(125)**	**(2)**	**(152)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Security Section									
Approved posts 2012/13	–	–	1	11	65	**77**	166	–	**243**
Proposed posts 2013/14	–	–	1	11	65	**77**	166	–	**243**
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2012/13	–	4	40	63	235	**342**	919	182	**1 443**
Proposed 2013/14	–	4	41	58	216	**319**	795	180	**1 294**
Net change	–	–	**1**	**(5)**	**(19)**	**(23)**	**(124)**	**(2)**	**(149)**
Approved temporary positions[b] 2012/13	–	–	1	–	1	**2**	1	–	**3**
Proposed temporary positions[b] 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	**(1)**	–	**(1)**	**(2)**	**(1)**	–	**(3)**
Grand total									
Approved 2012/13	–	4	41	63	236	**344**	920	182	**1 446**
Proposed 2013/14	–	4	41	58	216	**319**	795	180	**1 294**
Net change	–	–	–	**(5)**	**(20)**	**(25)**	**(125)**	**(2)**	**(152)**

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance, in civilian personnel costs.

[c] Reflects the realignment of the Communications and Public Information Office from the support component to executive direction and management.

International staff: net decrease of 25 posts (abolishment of 25 posts (1 P-4, 2 P-3, 2 P-2 and 20 Field Service posts as well as the reclassification of 1 P-4 post to the P-5 level and 1 P-3 post to the P-4 level))

National staff: net decrease of 125 posts (reassignment of 14 national General Service staff posts and abolishment of 1 National Professional Officer post and 110 national General Service staff posts)

United Nations Volunteers: net decrease of 2 positions (reassignment of 2 positions)

Office of the Director of Mission Support

International staff: no net change (redeployment of 1 P-4 post, offset by the abolishment of 1 P-3 post, as well as the reclassification of 1 P-4 post to the P-5 level and 1 P-3 post to the P-4 level)

National staff: increase of 1 post (reassignment of 1 national General Service staff post)

United Nations Volunteers: increase of 1 position (redeployment of 1 United Nations Volunteer position)

Office of the Director

International staff: decrease of 1 post (abolishment of 1 P-3 post)

United Nations Volunteers: increase of 1 position (redeployment of 1 United Nations Volunteer position from the Engineering Section)

92. In the light of the increased importance of occupational health and safety within the United Nations and given the unified approval of a one-Organization-wide occupational safety risk management policy to guide all field missions in implementing a comprehensive and effective occupational health and safety programme, the Director of Mission Support established an Occupational Health and Safety Unit within the immediate Office of the Director in 2008. The Director of Mission Support, as the Chair of the Occupational Health and Safety Committee, is directly responsible for the daily operational goals and objectives mandated by Headquarters in this area as well as being accountable to the Head of Mission. The overall managerial oversight, policy formulation and guidance of the Unit were added to the responsibilities of the Administrative Officer (P-4). However, in order to meet the essential daily operations and activities required to meet the mandated objectives of the occupational health and safety mandate of the Mission, one United Nations Volunteer position was borrowed from the Engineering Section for an Administrative Assistant directly under the supervision of the Administrative Officer. This arrangement has worked as the staff of the Unit have effectively guided and developed the structure, systems and policies of the Unit. It is now proposed that this arrangement be formalized through the reassignment of the United Nations Volunteer position from the Engineering Section to the Office of the Director of Mission Support.

93. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process, and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that one post (P-3) of Board of Inquiry Officer be abolished.

Regional offices

International staff: increase of 1 post (redeployment of 1 P-4 post from the Engineering Section)

94. The Director of Mission Support supports and facilitates the work of the Mission by ensuring the efficient delivery of administrative and logistical support services between UNMIL headquarters and county offices, in close coordination with United Nations Headquarters and other missions, thereby ensuring the overall effectiveness of the Mission. The Office of the Director of Mission Support also ensures overall managerial oversight to all senior managers of the UNMIL administrative support component in order to ensure efficient service provision to all UNMIL internal and external clients. The Office is also responsible for the provision of advice on administrative support policies, rules and strategies to the substantive component of the Mission. In this context, with the closure and reconfiguration of camps as the Mission draws down its military component and increases its police component, moving a large number of personnel and materiel, which will be critical to the work of UNMIL in overseeing the significant transition,

it is proposed that the regional offices, with the current staffing establishment of 23 posts (4 P-3, 2 Field Service and 17 national General Service staff) under the Office of the Director of Mission Support be strengthened with a P-4 post for a Regional Administrative Officer, which will be accommodated through the redeployment of one P-4 post from the Engineering Section.

Regional Aviation Safety Office for West Africa

National staff: no net change (reclassification of 1 P-4 post to the P-5 level and 1 P-3 post to the P-4 level)

National staff: increase of 1 post (reassignment of 1 national General Service staff post)

95. The establishment of the Regional Aviation Safety Office for West Africa at UNMIL utilizing the Mission's existing resources has resulted in added complexities and volume of work to the Aviation Safety Unit with safety oversight of the air assets of UNMIL, UNOCI, UNIPSIL and UNOWA. The increased aviation safety activities require continuous engagement with the operational units of the respective missions in the region. In this context and in order to ensure that the head of the Aviation Safety Unit is on equal status in grade as regional officers with respect to section chiefs, in particular aviation section chiefs, the reclassification of the post of Aviation Officer at the P-4 level to the P-5 level for a Chief Regional Aviation Safety Officer as well as the post of an Aviation Officer from the P-3 level to the P-4 level is proposed. In addition, it is proposed, based on the 2012 Department of Field Support Aviation Safety Manual, that the Aviation Safety Unit, with its current staffing establishment of three posts (1 P-4, 1 P-3 and 1 Field Service) be strengthened with one national General Service staff post for an Administrative Assistant, which would be accommodated through the redeployment of one national General Service staff post from the Transport Section.

Administrative Services

International staff: decrease of 10 posts (reassignment of 2 Field Service posts and abolishment of 8 Field Service posts)

National staff: net decrease of 8 posts (abolishment of 10 national General Service staff posts, offset by the reassignment of 2 national General Service staff posts)

United Nations Volunteers: net decrease of 2 positions (reassignment of 2 United Nations Volunteer positions)

Office of the Chief of Administrative Services

National staff: decrease of 1 post (abolishment of 1 national General Service staff post)

96. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process, and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264 it is proposed that 1 national General Service staff post of Administrative Assistant be abolished.

Finance Section

International staff: decrease of 4 posts (abolishment of 4 Field Service posts)

National staff: decrease of 8 posts (abolishment of 8 national General Service staff posts)

United Nations Volunteers: decrease of 3 positions (reassignment of 3 United Nations Volunteer positions)

97. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that 4 Field Service posts of Finance Assistant and 8 national General Service staff posts of Finance Assistant be abolished and three United Nations Volunteer positions be reassigned, one each to the Medical Services Section, the Joint Operations Centre and the Regional and Inter-Mission Cooperation Support Unit.

Human Resources Management Section

International staff: decrease of 2 posts (abolishment of 2 Field Service posts)

98. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that two Field Service posts of Travel Assistant be abolished.

Property Management Section

International staff: decrease of 2 posts (abolishment of 2 Field Service posts)

National staff: decrease of 1 post (abolishment of 1 national General Service staff post)

99. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that two Field Service posts of Property Control and Inventory Assistant and one national General Service staff post of Property Control and Inventory Assistant be abolished.

Procurement Section

International staff: decrease of 2 posts (reassignment of 2 Field Service posts)

United Nations Volunteers: decrease of 1 position (reassignment of 1 United Nations Volunteer position)

100. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is

proposed that two Field Service posts be reassigned to the Aviation Section and one United Nations Volunteer position to the Medical Services Section.

Medical Services Section

National staff: increase of 2 posts (reassignment of 2 national General Service staff posts from the Supply Section)

United Nations Volunteers: increase of 2 positions (reassignment of two United Nations Volunteer positions from the Finance Section and the Procurement Section)

101. The Medical Services Section, with its current staffing establishment of 32 posts (1 P-5, 1 P-4, 1 P-3, 1 Field Service, 2 National Professional Officer, 15 national General Service staff and 11 United Nations Volunteers) supports basic health in the Mission, including vaccination, laboratory tests, X-ray services and dental care as well as evacuation support in and out of the Mission area. The Medical Services Section manages two level I clinics in Monrovia and six health posts across the Mission area. The Section also oversees the management of three contingent-owned level II hospitals and one contingent-owned level III hospital. In the context of the drawdown of the military component of the Mission, medical coverage will need to be maintained in Gbarnga and Buchanan in support of the Mission's mandate in the light of the unavailability of suitable national and State medical facilities. In this connection, it is proposed that the Medical Services Section be strengthened with two United Nations Volunteer positions for Nurses, which will be accommodated through the reassignment of two United Nations Volunteer positions from the Finance Section and the Procurement Section, respectively, and two national General Service staff posts for Nurses, which would be accommodated through the reassignment of two national General Service staff posts from the Supply Section.

Integrated Support Services

International staff: net decrease of 15 posts (redeployment of 1 P-4 post and abolishment of 16 posts (1 P-4, 1 P-3, 2 P-2 and 12 Field Service, offset by the reassignment of 2 Field Service posts))

National staff: decrease of 118 posts (reassignment of 17 national General Service staff posts and abolishment of 101 posts (1 National Professional Officer and 100 national General Service staff posts))

United Nations Volunteers: net decrease of 1 position (redeployment of 1 position)

Joint Logistics Operations Centre

International staff: decrease of 1 post (reassignment of 1 P-3 post)

102. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that one P-3 post be reassigned to the Aviation Section.

Movement Control Section

International staff: decrease of 1 post (abolishment of 1 P-3 post)

103. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that one P-3 post of Movement Control Officer be abolished.

Engineering Section

International staff: decrease of 4 posts (redeployment of 1 P-4 post and abolishment of 3 Field Service posts)

National staff: decrease of 51 posts (reassignment of 14 national General Service staff posts and abolishment of 37 national General Service staff posts)

United Nations Volunteers: decrease of 1 position (redeployment of 1 United Nations Volunteer position)

104. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that 3 Field Service posts of Facilities Management Assistant, Administrative Assistant and Warehouse Assistant, respectively, and 37 national General Service staff posts (8 Engineering Assistant, 1 Warehouse Assistant, 22 Mason and 6 Engineering Technician) be abolished. It is also proposed that 14 national General Service staff posts be reassigned to the Joint Mission Analysis Centre and 1 P-4 post and 1 United Nations Volunteer position be redeployed to the regional offices and the Office of the Director of Mission Support, respectively.

Aviation Section

International staff: net increase of 2 posts (reassignment of 1 P-3 post and 2 Field Service posts from the Procurement Section and abolishment of 1 Field Service post)

National staff: decrease of 1 post (abolishment of 1 National Professional Officer post)

United Nations Volunteers: increase of 1 position (reassignment of 1 United Nations Volunteer position)

105. The Aviation Section, with its current staffing establishment of 39 posts (1 P-5, 1 P-4, 4 P-3, 8 Field Service, 1 National Professional Officer, 14 national General Service staff and 10 United Nations Volunteers), ensures that the Mission fleet of aircraft operates in accordance with the standards and recommended practices stipulated by the International Civil Aviation Organization, the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations and established United Nations aviation policies, procedures and practices. The Section also carries out operations with respect to the rapid deployment of the security force and increased air patrols along the borders with Guinea, Côte d'Ivoire and Sierra Leone and provides maximum flexibility aircraft for passengers and cargo, liaison and medical evacuations. In addition, the Section operates and

maintains seven airfields and more than 35 helipads along with its assets at Roberts International Airport and Spriggs Payne Airfield. In view of the recent instability at the border with Côte d'Ivoire, the pattern of operations by military helicopters has increased flights along the border. Moreover, the emergency crash rescue service, which is to be managed by the national airport authority, is severely limited in capacity. The Section currently does not have a trained emergency crash rescue specialist. In addition, civil aviation in Liberia is beginning to increase, with more operators flying in the national airspace, and in some cases operators are beginning to use airfields that are entirely managed by UNMIL. In the light of the foregoing, it proposed that the Aviation Section be strengthened by two Field Service posts for a Fire Marshall and an Air Operations Duty Officer, respectively, as well as one United Nations Volunteer position for an Airfield Manager, which will be accommodated through the reassignment of two Field Service posts and one United Nations Volunteer position each from the Procurement Section and the Transport Section, respectively.

106. The approved staffing establishment of the Aviation Section for the 2011/12 financial period included the conversion of one P-3 post of Air Operations Officer to a National Professional Officer post. The Mission advertised the position twice but did not receive any qualified applications owing to a lack of the requisite technical skills for the specialized aviation activity. In this context, the abolishment of one National Professional Officer post and the reassignment of one P-3 post from the Joint Logistics Operations Centre is proposed.

107. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) to make the appropriate internal adjustments with respect to a sustainable transition planning process, and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that one Field Service post of Air Operations Assistant be abolished.

Communications and Information Technology Section

International staff: decrease of 3 posts (abolishment of 2 P-2 and 1 Field Service posts)

National staff: decrease of 10 posts (abolishment of 10 national General Service staff posts)

108. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that 2 P-2 posts of Associate Information Technology Officer, 1 Field Service post of Telecommunication Assistant and 10 national General Service staff posts (3 Billing Assistant and 7 Rigger) be abolished.

Transport Section

International staff: decrease of 3 posts (abolishment of 1 P-4 and 2 Field Service posts)

National staff: decrease of 19 posts (reassignment of 1 national General Service staff post and abolishment of 18 national General Service staff posts)

United Nations Volunteers: decrease of 1 position (reassignment of 1 United Nations Volunteer position)

109. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that 1 P-4 post of Deputy Chief Transport Officer, 2 Field Service posts of Transport Assistant and 18 national General Service staff posts of Transport Assistant be abolished. It is also proposed that one United Nations Volunteer position and one national General Service staff post be reassigned to the Aviation Section and Air Safety Unit, respectively.

Supply Section

International staff: decrease of 4 posts (abolishment of 4 Field Service posts)

National staff: decrease of 37 posts (reassignment of 2 national General Service staff posts and abolishment of 35 national General Service staff posts)

110. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that 4 Field Service posts of Supply Assistant and 35 national General Service staff posts (20 Warehouse Assistant and 15 Fuel Assistant) be abolished. It is also proposed that two national General Service staff posts be reassigned to the Medical Services Section.

Contingent-owned Equipment Verification Unit

International staff: decrease of 1 post (abolishment of 1 Field Service post)

111. In the context of the reconfiguration of the organizational and administrative structure of the Mission and in keeping with the call on UNMIL by the Security Council in its resolution 2066 (2012) and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, it is proposed that one Field Service post of Contingent-owned Equipment Assistant be abolished.

Conduct and Discipline Team

International staff: no net change (conversion of 1 P-4 and 1 Field Service general temporary positions to posts)

National staff: no net change (conversion of 1 national General Service general temporary position to post)

112. The role of Conduct and Discipline teams in peacekeeping missions is to implement a strategy to eliminate misconduct, including sexual exploitation and abuse, based on three core elements: prevention activities; enforcement activities; and remedial action activities. These functions have become an integral part of peacekeeping operations, and can be considered now to be of a continuous nature. It is therefore proposed to convert one P-4 position of Conduct and Discipline Officer, one Field Service position of Administrative Assistant and one national General Service staff position of Administrative Assistant from temporary positions to posts.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

	Expenditures (2011/12)	Apportionment (2012/13)	Cost estimates (2013/14)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	7 110.2	7 263.4	7 050.0	(213.4)	(2.9)
Military contingents	185 041.2	178 867.2	140 255.7	(38 611.5)	(21.6)
United Nations police	24 823.2	26 109.9	24 970.5	(1 139.4)	(4.4)
Formed police units	20 957.0	19 647.7	31 726.9	12 079.2	61.5
Subtotal	**237 931.6**	**231 888.2**	**204 003.1**	**(27 885.1)**	**(12.0)**
Civilian personnel					
International staff	95 772.5	91 141.2	95 001.9	3 860.7	4.2
National staff	17 261.2	17 427.3	17 162.8	(264.5)	(1.5)
United Nations Volunteers	11 523.4	11 405.5	11 744.6	339.1	3.0
General temporary assistance	508.3	441.7	9.0	(432.7)	(98.0)
Subtotal	**125 065.4**	**120 415.7**	**123 918.3**	**3 502.6**	**2.9**
Operational costs					
Government-provided personnel	1 270.3	1 492.8	1 540.7	47.9	3.2
Civilian electoral observers	–	–	–	–	–
Consultants	524.3	891.0	673.3	(217.7)	(24.4)
Official travel	2 270.3	2 077.4	1 974.3	(103.1)	(5.0)
Facilities and infrastructure	54 386.5	48 895.8	48 576.7	(319.1)	(0.7)
Ground transportation	10 594.7	9 077.3	13 992.2	4 914.9	54.1
Air transportation	58 164.2	48 686.1	48 538.9	(147.2)	(0.3)
Naval transportation	3 006.9	3 237.1	3 143.0	(94.1)	(2.9)
Communications	11 403.0	11 512.9	11 767.3	254.4	2.2
Information technology	4 076.2	3 878.1	4 785.8	907.7	23.4
Medical	7 723.1	7 482.6	7 208.4	(274.2)	(3.7)
Special equipment	2 219.0	2 052.5	1 755.2	(297.3)	(14.5)
Other supplies, services and equipment	3 281.7	3 817.5	5 346.8	1 529.3	40.1
Quick-impact projects	1 000.0	1 000.0	1 000.0	–	–
Subtotal	**159 920.2**	**144 101.1**	**150 302.6**	**6 201.5**	**4.3**
Gross requirements	**522 917.2**	**496 405.0**	**478 224.0**	**(18 181.0)**	**(3.7)**
Staff assessment income	11 510.6	9 732.0	9 562.8	(169.2)	(1.7)
Net requirements	**511 406.6**	**486 673.0**	**468 661.2**	**(18 011.8)**	**(3.7)**
Voluntary contributions in kind (budgeted)[a]	52.8	52.8	52.8	–	–
Total requirements	**522 970.0**	**496 457.8**	**478 276.8**	**(18 181.0)**	**(3.7)**

[a] Cost estimates for 2013/14 are inclusive of $52,800 from the Government of Germany.

B. Non-budgeted contributions

113. The estimated value of non-budgeted contributions for the period from 1 July 2013 to 30 June 2014 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	2 644.2
Voluntary contributions in kind (non-budgeted)	–
Total	**2 644.2**

[a] Inclusive of the estimated rental value of Government-provided facilities and exemption from aviation fees and taxes.

C. Efficiency gains

114. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Facilities and infrastructure	64.0	Reduction in fuel consumption owing to the consolidation of camps in order to reduce the number of generators and air conditioners
Ground transportation	210.0	Reduction by 3 per cent in mileage usage owing to the implementation of strict enforcement guidelines in respect of liberty mileage
Information technology	65.0	Increased virtualization resulting in the reduction in the number of servers
Total	**339.0**	

D. Vacancy factors

115. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2011/12*	*Budgeted 2012/13*	*Projected 2013/14*
Military and police personnel			
Military observers	3.0	2.0	3.0
Military contingents	0.5	2.0	2.0
United Nations police	9.0	5.0	7.0
Formed police units	0.1	–	5.0

Category	*Actual 2011/12*	*Budgeted 2012/13*	*Projected 2013/14*
Civilian personnel			
International staff	7.8	12.0	9.0
National staff			
National Professional Officers	22.7	15.0	20.0
National General Service staff	5.3	5.0	5.0
United Nations Volunteers	7.2	9.0	7.0
Temporary positions[a]			
International staff (maintenance)	–	–	–
International staff (electoral)	75.0		–
National staff	–	–	–
Government-provided personnel	12.5	12.0	12.0

[a] Funded under general temporary assistance.

116. The application of vacancy rates is based on actual personnel deployment for the 2011/12 financial period and first half of the 2012/13 financial period, as well as the expenditure pattern of the Mission and projected changes in the Mission's strength.

E. Contingent-owned equipment: major equipment and self-sustainment

117. Requirements for the period from 1 July 2013 to 30 June 2014 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $61,545,200, as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	27 424.7
Formed police units	6 178.3
Subtotal	**33 603.0**
Self-sustainment	
Facilities and infrastructure	14 186.6
Communications	5 850.1
Medical	6 150.3
Special equipment	1 755.2
Subtotal	**27 942.2**
Total	**61 545.2**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.80	1 November 2008	September/October 2008
Intensified operational condition factor	1.30	1 November 2008	September/October 2008
Hostile action/forced abandonment factor	0.60	1 November 2008	September/October 2008
B. Applicable to home country			
Incremental transportation factor	0.0-5.0		

F. Training

118. The estimated resource requirements for training for the period from 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	406.0
Official travel	
Official travel, training	407.9
Other supplies, services and equipment	
Training fees, supplies and services	232.9
Total	**1 046.8**

119. The number of participants planned for the period from 1 July 2013 to 30 June 2014, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2011/12	*Planned 2012/13*	*Proposed 2013/14*	*Actual 2011/12*	*Planned 2012/13*	*Proposed 2013/14*	*Actual 2011/12*	*Planned 2012/13*	*Proposed 2013/14*
Internal	1 052	917	894	2 034	1 015	678	2 046	4 719	65
External[a]	48	44	45	16	5	12	1	3	8
Total	**1 100**	**961**	**939**	**2 050**	**1 020**	**690**	**2 047**	**4 722**	**73**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

120. The training programme developed for the Mission for the 2013/14 budget period is geared towards enhancing the leadership, administrative, and organizational skills of Mission personnel through 106 training courses, with a total of 1,702 participants. The central focus of the Mission training programme is to strengthen the substantive and technical capacity of the Mission staff in the fields of administration, budget, finance, aviation, engineering, ground transportation,

communications, human resources management, information technology, political and civil affairs, standards of conduct and discipline, gender, security, medical, procurement and contract management, rule of law, supply and property management.

G. Mine detection and mine-clearing services

121. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Special equipment	
Mine detection and mine-clearing equipment	–
Other supplies, services and equipment	
Mine detection and mine-clearing services	1 648.6
Mine detection and mine-clearing supplies	–

122. Under the terms of Security Council resolution 2066 (2012), UNMIL is mandated to work with the Government of Liberia in order to address the critical gaps that need to be filled so as to facilitate a successful transition. In this context, the Mission is initiating a capacity-building explosive ordnance disposal programme for the Armed Forces of Liberia through the Mine Action Service, which was identified as a major capacity gap in the joint UNMIL-Government of Liberia assessment of national security capabilities and gaps, completed in October 2011. The current frequency of unexploded ordnance discovery in Liberia is approximately two per week, which consist mainly of rockets, grenades and mortar rounds. The security risk is currently mitigated by three military engineering companies of UNMIL. However, the Mission will have limited capacity with one engineering company beyond 30 June 2015 in the context of its military drawdown. Currently there is no existing capacity within any of the security institutions of Liberia to undertake such tasks.

H. Quick-impact projects

123. The estimated resource requirements for quick-impact projects for the period from 1 July 2013 to 30 June 2014, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2011 to 30 June 2012 (actual)	1 000.0	43
1 July 2012 to 30 June 2013 (approved)	1 000.0	40
1 July 2013 to 30 June 2014 (proposed)		
Rehabilitation/reconstruction of police station	250.0	10

Period	*Amount*	*Number of projects*
Rehabilitation/reconstruction of immigration offices and border post	250.0	10
Rehabilitation/reconstruction of magistrate courts	250.0	10
Projects aimed at building the capacity of vulnerable populations to promote social cohesion	250.0	10
Total	**1 000.0**	**40**

124. The quick-impact projects to be undertaken include the rehabilitation and construction of magisterial courts, police stations, immigration and customs border posts as well as community projects aimed at capacity-building with respect to vulnerable populations in order to promote social cohesion. The Mission's quick-impact projects are geared towards the strengthening of the rule of law infrastructure in rural areas, in line with the overall mandate of the Mission.

III. Analysis of variances[1]

125. The standard terminology applied with respect to the analysis of resources variances in this section are defined in annex I.B to the present report. The terminology used remains the same as in previous reports.

	Variance	
Military observers	($213.4)	(2.9%)

- **Cost parameters: reduced cost of rotation travel**

126. The main factor contributing to the variance under this heading is the lower average cost of rotation travel of $3,940 per round trip compared with $4,952 per round-trip air fare in the 2012/13 financial period. In addition, a 3 per cent vacancy rate has been applied to the computation of military observers costs compared with 2 per cent applied in the 2012/13 period.

	Variance	
Military contingents	($38 611.5)	(21.6%)

- **Mandate: reduction in strength of military contingent personnel**

127. The main factor contributing to the variance under this heading is the reduction in the strength of military contingent personnel from a total strength of 7,807 personnel in the 2012/13 financial period to 5,783 personnel by 1 July 2013, and then to 4,765 personnel by 1 April 2014 (planned repatriation of 2,024 contingent personnel in the 2012/13 financial period and 1,018 personnel by the fourth quarter of the 2013/14 budget period). A 2 per cent vacancy rate has been applied in the computation of contingent personnel cost.

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[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
United Nations police	($1 139.4)	(4.4%)

- **Cost parameters: reduced cost of rotation travel**

128. The main factor contributing to the variance under this heading is the lower average cost of rotation travel of $4,008 per round trip compared with $5,283 per round-trip air fare in the 2012/13 financial period. In addition, a 7 per cent vacancy rate has been applied to the computation of United Nations police costs compared with 5 per cent applied in the 2012/13 period.

	Variance	
Formed police units	$12 079.2	61.5%

- **Mandate: increase in strength of formed police personnel**

129. The main factor contributing to the variance under this heading is the increase in the strength of formed police personnel from 845 personnel in the 2012/13 financial period to 1,265 in the 2013/14 period (an increase from 7 formed police units to 10 units) combined with greater use of commercial air charter in rotation travel compared with the planned utilization of the United Nations air assets in the 2012/13 financial period, offset partly by the application of a 5 per cent vacancy rate in the computation of formed police costs compared with the non-application of a vacancy rate in the 2012/13 period.

	Variance	
International staff	$3 860.7	4.2%

- **Management: application of lower vacancy rate and revised salary scales**

130. The main factor contributing to the variance under this heading is the application of a lower vacancy rate of 9 per cent in the computation of international staff costs compared with 12 per cent applied with respect to the 2012/13 period, based on the historical pattern of the Mission, as well as the revised salary scale established for the 2013/14 financial period, offset in part by a reduction of 28 posts.

	Variance	
National staff	($264.5)	(1.5%)

- **Management: reduction in the national staffing establishment**

131. The main factor contributing to the variance under this heading is the reduction of 110 national staff posts in the context of the reconfiguration of the organizational and administrative structure of the Mission and in order to improve the ratio of substantive to support staff pursuant to General Assembly resolution 66/264, combined with the application of a vacancy of 20 per cent with respect to National Professional Officers in the computation of national staff costs compared with 15 per cent applied in the 2012/13 financial period. The overall decrease is offset partly by the estimated requirements being based on the G-4 step V, and NO-B step VII of the local salary scales compared with G-3 step IX and NO-B step IV,

utilized in the 2012/13 period, based on the historical expenditure pattern of the Mission and in the context of the completion of the Mission's classification exercise.

	Variance	
United Nations Volunteers	$339.1	3.0%

- **Management: application of lower vacancy rate**

132. The main factor contributing to the variance under this heading is the application of a lower vacancy rate of 7 per cent in the computation of United Nations Volunteer costs compared with 9 per cent applied with respect to the 2012/13 period, based on the historical pattern of the Mission.

	Variance	
General temporary assistance	($432.7)	(98.0%)

- **Management: conversion of temporary positions to posts**

133. The main factor contributing to the variance under this heading is the proposed conversion of the temporary positions of the Conduct and Discipline Team to posts.

	Variance	
Consultants	($217.7)	(24.4%)

- **Management: reduced inputs and outputs**

134. The main factor contributing to the variance under this heading is the reduced need for the utilization of consultancy services with respect to the Mission training programmes owing to fewer courses and training participants in the context of the drawdown of the military and civilian components of the Mission.

	Variance	
Official travel	($103.1)	(5.0%)

- **Management: reduced inputs and outputs**

135. The main factor contributing to the variance under this heading is fewer trips with respect to non-training-related travel in the context of the drawdown of the military and civilian components of the Mission.

	Variance	
Facilities and infrastructure	($319.1)	(0.7%)

- **Mandate: reduction in strength of military contingent personnel**

136. The main factor contributing to the variance under this heading is the reduction in the estimated requirements with respect to contingent-owned self-sustainment equipment owing to the drawdown of military personnel; water and septic tanks as well as accommodation equipment owing to the closure of camps; utilities owing to a greater proportion of the Mission water supply being derived from boreholes rather than supplied by the national water authority; security

services owing to a more favourable contract with a new vendor compared with the previous contract; and petrol oil and lubricants owing to a decrease in the number of United Nations-owned and contingent-owned generators.

137. The overall reduced estimated requirements is offset in part by increased requirements with respect to the Mission's replacement programme for equipment and facilities that have exceeded their useful life and become obsolete, including prefabricated facilities such as hard-walled modular buildings and ablution units and sea containers as well as additional items of equipment such as an incinerator, scale and shredder in connection with clean-up and disposals in compliance with environmental policies and guidelines; electrical equipment in order to ensure functional and safety effectiveness; rental of premises based on the renewed contract; maintenance services based on existing and renewed contractual arrangements; construction services with respect to sanitation and environmental, safety and security as well as operational construction projects; and spare parts and supplies as well as maintenance supplies owing to higher costs of maintenance with respect to the Mission's aged assets.

	Variance	
Ground transportation	$4 914.9	54.1%

- **Management: acquisition of replacement vehicles**

138. The main factor contributing to the variance under this heading is the acquisition of replacement vehicles as well as spare parts for the Mission's aged vehicle fleet, since no provision had been made for the acquisition of vehicles in the 2011/12 and 2012/13 financial periods. The overall increase in the estimated requirements is offset in part by reduced requirements with respect to an approximate 5 per cent reduction in fuel consumption effected against the 2012/13 levels.

	Variance	
Air transportation	($147.2)	(0.3%)

- **Management: reduced input and output**

139. The main factor contributing to the variance under this heading is the discontinuation of the service of one medium-utility helicopter, which was offset in part by additional requirements with respect to the rental and operation of the Mission's fixed-wing aircraft owing to increased guaranteed fleet costs and the cost of flying hours based on the existing contract.

	Variance	
Communications	$254.4	2.2%

- **Management: acquisition of replacement equipment**

140. The main factor contributing to the variance under this heading is increased requirements with respect to communications equipment owing to the need to replace obsolete equipment.

	Variance	
Information technology	$907.7	23.4%

- **Management: increased information technology services**

141. The main factor contributing to the variance under this heading is increased requirements with respect to communications equipment owing to the need to replace obsolete equipment as well as increased requirements for information technology services owing to provisions for first-, second- and third-level support for new or upgraded/updated software systems and applications at a rate of $320 per user per year, inclusive of the Field Support Suite (Umoja enabler consisting of 18 modules), and centrally provided by the Office of Information and Communications Technology support services at a rate of $75 per user per year. The overall increase in the estimated requirements is offset in part by reduced requirements with respect to licences, fees and rental of software in the context of the drawdown of the military and civilian components of the Mission.

	Variance	
Medical	($274.2)	(3.7%)

- **Mandate: reduction in strength of military contingent personnel**

142. The main factor contributing to the variance under this heading is the reduction in contingent-owned self-sustainment owing to the drawdown of military personnel.

	Variance	
Special equipment	($297.3)	(14.5%)

- **Mandate: reduction in strength of military contingent personnel**

143. The main factor contributing to the variance under this heading is the reduction in contingent-owned self-sustainment equipment owing to the drawdown of military personnel.

	Variance	
Other supplies, services and equipment	$1 529.3	40.1%

- **Mandate: mine clearance programme in order to address the critical gaps of the Government**

144. The main factor contributing to the variance under this heading is the implementation of a mine-clearing training programme through the Mine Action Service in order to address the critical gaps of the Government so as to facilitate a successful transition, as mandated by the Security Council in its resolution 2066 (2012). The overall increase in the estimated requirements was offset in part by the lower cost of freight and related charges with respect to port charges for Monrovia and ports in neighbouring countries in respect of the Mission's coastal freighter as well as freight charges for inter-mission and United Nations Logistics Base shipments and the lower cost of other services owing to provision for the cost of

environmental clean-up being made under the alteration and renovation services budget line item in the 2013/14 budget estimates compared with the 2012/13 period.

IV. Actions to be taken by the General Assembly

145. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $478,224,000 for the maintenance of the Mission for the 12-month period from 1 July 2013 to 30 June 2014;**

(b) **Assessment of the amount of $119,556,000 for the maintenance of the Mission for the period from 1 July to 30 September 2013;**

(c) **Assessment of the amount of $358,668,000 for the period from 1 October 2013 to 30 June 2014 at a monthly rate of $39,852,000, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 66/264 and 66/275, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

Cross-cutting issues

(Resolution 66/264)

Decision/request	*Action taken to implement decision/request*
Notes some recent improvements in the vacancy and turnover rates for civilian staff while recognizing scope for improvement, and therefore requests the Secretary-General to ensure that vacant posts are filled expeditiously (para. 21)	UNMIL continues to make improvements in reducing its vacancy rate, which to a greater extent can be attributed to the development of the field central review bodies process. The international civilian staff vacancy rate stood at 18.6 per cent as at 30 June 2010, 17.6 per cent as at 30 June 2011 and 7.8 per cent as at June 2012
Underlines the importance of the Secretary-General comprehensively reviewing the civilian staffing requirements for each peacekeeping mission, with particular attention to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff, in particular when there is a significant change in mandate or authorized force levels, to ensure that the civilian staffing structure is appropriate to effectively implement the current mission	UNMIL undertook an extensive review of its staffing structure and vacant posts in preparation of its 2012/13 budgetary requirements, in which the Mission eliminated and nationalized a number of international civilian posts. Moreover, in preparation for the 2013/14 budget estimates, UNMIL reviewed its civilian staffing structure, section by section, in order to rationalize civilian staffing through the redeployment, reassignment and abolishment of posts in the reconfiguration of the organizational and administrative structure and drawdown of the Mission

Decision/request	*Action taken to implement decision/request*
mandate and that it reflects staffing best practices across missions (para. 23)	
Welcomes improvements regarding, inter alia, the physical verification of non-expendable property, and stresses the importance of strengthening the full cycle of supply chain management within peacekeeping operations and in this regard reiterates its request to the Secretary-General to strengthen internal controls in the management of those assets to ensure adequate safeguards that would prevent waste and financial loss to the Organization (para. 30)	UNMIL has been reinforcing internal controls in the asset management area. In this regard, the Property Management Section has organized monthly stakeholders meetings with all self-accounting units to discuss property management performance and advises self-accounting units on how to improve the underperforming indicators. As an example, asset managers are prompted to follow up with the end-users and eliminate the "not found" discrepancies. Staff members are also being reminded on the accountability for United Nations-owned equipment and the mandatory use of vouchers
Requests the Secretary-General to ensure the application of liberty usage guidelines for all mission vehicles and to report thereon in the next overview report on the financing of the United Nations peacekeeping operations (para. 31)	Implemented The liberty mileage policy was signed by the Director of Mission Support in August 2012

Financing of the United Nations Mission in Liberia

(Resolution 66/275)

Decision/request	*Action taken to implement decision/request*
Reaffirms its request to the Secretary-General to implement the initiative "Delivering as one" in accordance with the relevant mandates adopted by the General Assembly, the Economic and Social Council and the executive boards of United Nations funds and programmes and the governing bodies of the specialized agencies (para. 11)	Following the establishment in March 2012 of a Joint Steering Committee, which comprised the Government and United Nations and development partners, progress continued to be made with respect to "Delivering as one". The Committee validated the One programme, consisting of the United Nations Development Assistance Framework for 2013 to 2017, which includes an action plan with cost estimates in January 2013. This action plan will inform the programming of UNMIL and the United Nations country team for the period 2013-2014. In addition, a five-year change management action plan has been developed in line with "Delivering as one" requirements and UNMIL transition in order to harmonize business practices in key areas, including travel, human resources, procurement and information technology

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/66/718)

Request/recommendation	*Action taken to implement request/recommendation*
To facilitate an assessment of the impact of efficiency measures on budget implementation, the Advisory Committee is of the view that, where applicable, in the context of the analysis of variances, budget performance reports should include details of savings resulting from the implementation of efficiency measures (para. 19)	UNMIL anticipated $16 million in efficiency measures with respect to the 2012/13 budget period. This included the extension of the life of assets such as passenger vehicles and generators. The actual impact of these measures will be reported in the related budget performance report
The Advisory Committee is of the view that, in the preparation of the budget performance reports for the 2011/12 period, a distinction must be made between any savings which derive from the implementation of efficiency measures and underexpenditures resulting from other factors (para. 23)	The Mission continues to review its operations to ensure clear distinction between efficiency measures and underexpenditure
The Advisory Committee welcomes efforts to identify cross-cutting targets for resource reductions and to critically examine proposals for capital expenditures by field missions, and notes the assurance given that the particular circumstances pertaining to each peacekeeping operation were taken into account during budget preparation. The Committee considers, however, that the budget proposals should have provided more information on how those measures are going to be applied by each mission, including, where appropriate, any mitigating measures planned to ensure that there would be no impact on mandate implementation (para. 33)	UNMIL has identified cross-cutting targets and critically examined its budget proposals for the reduction of resources and capital expenditures. The Joint Movements Coordination Cell/Mission Air Operations Centre has been established and is in place. The usage of vehicles of troop-contributing countries as a priority is also being established. The Mission has provided information and measures to be applied to ensure that there would be no serious impact on the mandate implementation
In this regard, the Advisory Committee also cautions against equating the deferral of capital expenditures with the implementation of sustainable efficiency measures that are based on changes in business processes which enable the more cost-efficient delivery of mandates. The Advisory Committee further expects that careful planning will be undertaken to ensure that any restoration of delayed capital expenditures during the 2012/13 period does not create a significant additional financial burden on Member States in subsequent financial periods (para. 34)	UNMIL intends to develop sustainable efficiency measures that do not include the deferral of capital expenditures as a means of realizing efficiencies

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee is of the view that the delayed deployment factors and vacancy rates to be applied should be based on fully justified budgetary assumptions that take into account both historical data and foreseeable factors. In this regard, clear justification should be provided in budget documents for the rates used, particularly when these differ from the actual rates at the time of budget preparation (para. 36)	The vacancy rates used in the computation of the UNMIL budgetary requirements are based on the actual vacancy rates for the latest budget performance period and six months of the current financial period. For example, the actual vacancy rate with respect to international staff of 7.8 per cent as at 30 June 2012 and an actual average vacancy rate of 9.4 per cent for the period from July to December 2012 has resulted in the application of a vacancy rate of 9 per cent for the 2013/14 financial period
The Advisory Committee considers that the human resources management reforms approved by the General Assembly in recent years and the availability of pre-cleared candidates on the roster should result in a demonstrable and sustained reduction in actual vacancy rates for civilian staff throughout peacekeeping operations. The Committee is therefore of the view that this issue should be kept under review in the context of future budget submissions (para. 38)	UNMIL continues to make improvements in reducing its vacancy rate, which to a greater extent can be attributed to the development of the field central review bodies. The international civilian staff vacancy rate stood at 18.6 per cent as at 30 June 2010, 17.6 per cent as at 30 June 2011 and 7.8 per cent as at June 2012
The Advisory Committee is of the view that, in order to provide clarity regarding the basis for the resource requirements being proposed, particularly when missions are deploying or expanding, the information provided to the General Assembly in the context of proposed budgets should include details of the phased deployment schedules of troops and police and their impact on resource requirements (para. 39)	The UNMIL 2013/14 budget estimates contain information on the drawdown of the military component of the Mission by 1,018 troops in the fourth quarter of the financial period and the expansion of its police component by 420 formed police personnel by the beginning of the period
The Advisory Committee reiterates its position that the continuing requirement for long-vacant posts should be reviewed on an ongoing basis and, in particular, before requests for new posts are made to the General Assembly. It is not clear to the Committee that such reviews are being systematically undertaken by each peacekeeping operation. In this regard, it is recalled that in the context of the proposed programme budget, the General Assembly, in its resolution 66/246, endorsed the recommendation of the Advisory Committee that the continuing need for posts that have been vacant for two years or longer should be rejustified together with an explanation for the vacancy. The Committee recommends that a similar requirement apply to posts in peacekeeping operations and that information on posts that have been vacant for two years or longer should be included in mission budget	The Mission and Headquarters embarked on a joint effort to reduce delays in recruitment with the aim of lowering vacancy rates. In August 2010, UNMIL was delegated by Headquarters with most recruitment functions. UNMIL staff members are trained in various processes and procedures that were previously handled by Headquarters. There has been a noted improvement in the number of long-term vacancies. As of August 2012, there is one post (out of 513 approved international civilian posts) that has been vacant for over 24 months and is proposed to be utilized in support of the reconfigured structure of UNMIL in the border region Since 2011, UNMIL started robust vacancy monitoring and weekly reporting to provide for the continual review of the requirement of all vacant posts and to increase the response time for all recruitment processes so as to resolve delays in the filling of vacant posts

Request/recommendation	*Action taken to implement request/recommendation*
proposals, along with specific justification for any that are proposed for retention (para. 54)	
In this regard, the Advisory Committee remains concerned at the proportion of peacekeeping training resources that are for training-related travel. The Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (para. 74)	UNMIL has endeavoured to closely examine its travel for training in an attempt to use the funds as judiciously as possible. Expenditure with respect to training-related travel has steadily declined from $546,100 in the 2009/10 financial period, $362,300 in the 2010/11 period and $323,400 in the 2011/12 period
The Committee recommends that in future reports on benefits and cost savings, further effort be made to gather and provide reliable supporting information to enable the cause and effect relationships between actions taken and any reported benefits or savings being reported to be clearly demonstrated. The Committee notes that reporting on the evaluation of the impact of efficiency measures on mandate and service delivery remains deficient at this stage (para. 86)	UNMIL has sought to clearly define its efforts to take full advantage of any efficiency measures it is able to find. In its 2012/13 budget estimates, the Mission described several efforts employed that resulted in savings. In its 2013/14 budget estimates, UNMIL has identified additional efficiency measures
The Advisory Committee recommends that the Secretary-General be requested to review vehicle and information technology equipment holdings in peacekeeping operations and to align such holdings with the standard ratios established by the Department of Field Support and promulgated in the Standard Cost and Ratio Manual. The Committee requests that information in that regard be provided in the context of the next overview report. The Committee recognizes that mission-specific operational circumstances may exist that justify holdings in excess of the standard ratios and requests that, where applicable, such justification be clearly outlined in the 2013/14 budget proposals for the missions concerned (para. 91)	The Property Management Section of the Mission has requested self-accounting units to provide viable justifications for the stock holdings deviating from prescribed ratios
The Committee is of the view that the holdings of information technology equipment by peacekeeping operations should also be based on planned deployment levels of personnel for the period concerned or, if higher, on actual deployment in the mission, rather than on the full authorized level of personnel (para. 92)	The current Mission acquisition plan for communications and information technology equipment is based on the strategic guidance paper from the Information and Communications Technology Division as well as the ratios of equipment listing. Stocks of equipment must however, be available in order to meet unplanned changes (new offices, new troop movements, change in operational need) and this can only be met if additional stocks are available
The Committee is of the view that Rotation Coordinators provide a valuable service to troop- and police-contributing countries and expects that	UNMIL rotation and repatriation activities have increased and will remain active over the next 3 years. The Mission believes that there is a need to maintain a high standard of

Request/recommendation	*Action taken to implement request/recommendation*
the Secretary-General will seek to identify the resources necessary to ensure their use (para. 102)	safety during troop movements. To this end, having a Rotation Coordinator ensures the adherence to proper procedures regarding the transport of dangerous goods on passenger flights. In addition, their work in pre- and post-flight coordination provides an invaluable assistance to both troop and formed police contributing countries and the airline. The Mission leadership believes that the interests of the Mission are best served by maintaining Rotation Coordinators
The Committee further requests that future budget proposals for peacekeeping operations include specific information on all construction projects for which resources of more than $1 million are sought for the financial period in question (para. 106)	UNMIL does not have projects that qualify under the threshold
The Advisory Committee notes the actions taken to transfer vehicles between missions to meet emerging requirements but remains of the view that a further review of the vehicle holdings of peacekeeping missions is required (para. 110)	The Mission is currently reviewing its vehicle holdings, and is in the process of identifying aged and unserviceable vehicles for write-off
The Committee recognizes that operational developments may, on occasion, lead to additional requirements for travel. The Committee is concerned, however, about the level of overexpenditure on travel reported for the 2010/11 period. The Committee stresses the importance that travel requirements be properly budgeted and that every effort be made to ensure that travel expenditures remain within approved provisions (para. 137)	UNMIL has ensured that travel expenditures remained within approved provisions while taking measures such as bringing trainers to UNMIL and sending fewer participants to United Nations workshops and meetings, all of which resulted in savings for the Mission. With respect to the 2010/11 period, UNMIL realized reduced requirements of 24.3 per cent
The Committee notes the reduction in the provision for official travel but is of the view that requirements in this area should continue to be kept under close review. While the Committee accepts that the effective delivery of mandates necessitates travel, it is concerned about the disruption to the day-to-day work of staff and the possible impact on programme delivery of prolonged absences from duty stations. As such, the Committee considers that maximum use should be made of advances in information and communications technology and other methods of representation to reduce the need for travel. The Committee has also raised particular concerns about the level of training-related travel being undertaken (para. 138)	UNMIL will continue to seek new avenues for replacing air travel with the use of communications tools such as videoteleconferencing and e-learning. UNMIL experienced great difficulties in the use of Internet-based communications owing to its costly and slow communications links that come from Côte d'Ivoire and are routinely subject to disruption. Thus, while the Mission attempts to employ budget-saving measures in lieu of travel, the unreliability of the communications often gives the Mission little or no choice but to engage in travel

Financing of the United Nations Mission in Liberia

(A/66/718/Add.13)

Request/recommendation	*Action taken to implement request/recommendation*
With regard to death and disability compensation, the Advisory Committee was informed that as at 28 February 2012, $3,904,000 had been paid in respect of 114 claims since the inception of the Mission. Six claims were pending. The Advisory Committee expects that the outstanding death and disability claims will be settled expeditiously (para. 14)	As at 13 February 2013, $3,969,226 had been paid in respect of 119 claims since the inception of the Mission. The six claims were settled. Currently, there are two claims that were recently received and are pending the claims review process
The Advisory Committee is concerned about the high vacancy rate for National Professional Officers and urges the Mission to take all measures necessary to remedy the situation. In this connection, the Advisory Committee stresses the importance of the capacity-building of national staff in peacekeeping missions to facilitate their transition to local employment as missions downsize and eventually withdraw (para. 31)	The Mission has experienced great difficulty over the years in finding qualified individuals to serve as National Professional Officers. Unfortunately, owing to the circumstances in Liberia, there are currently relatively few qualified individuals. The Mission is constantly struggling to attract qualified local candidates, while the number of National Professional Officer posts has increased year-over-year. The vacancy rate with respect to National Professional Officers has increased from 15.3 per cent as at 30 June 2011, 22.7 per cent as at 30 June 2012 and an actual average of 27.1 per cent for the period from July to November 2012. In addition, new initiatives are being developed to include a request for a special dispensation to reduce the years of prior relevant qualifying work experience and/or consideration of internal (UNMIL) work experience as national professional work experience
The Advisory Committee has previously expressed the view that the surge in workload attributable to the implementation of resolution 63/250 should be temporary in nature. The Committee considers that the same logic can be applied in respect of resolution 65/248. Accordingly, the Advisory Committee recommends that the temporary loan arrangement already in place be maintained for the 2012/13 period. The Secretary-General should reassess the workload of the Human Resources Management Section in the context of his proposed budget for the 2013/14 period, also bearing in mind any decision of the Security Council on the future mandate of the Mission (para. 36)	While the workload attributable to the implementation of resolutions 63/250 and 65/248 has diminished, the implementation of new projects or initiatives, such as the launch of Inspira e-Performance (UNMIL was a pilot mission in 2011/12), UNMIL post classification exercise in 2012/13, the launch of an Interim Mobility Scheme in 2012 and the delegation of additional human resources processes from Headquarters to UNMIL in 2012/13, continues to place a heavy and increasing workload for the Human Resources Management Section. In addition, Records Management, to include the efficient archiving and recording of staff members status files, pension documents and other records and the deployment of electronic archiving has also been identified as a future initiative that will likely require additional dedicated human resources staff, for a defined period of time

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee emphasizes the importance of quick-impact projects as a way of enhancing relations between the Mission and the local population and expects that UNMIL will implement all planned projects in a timely manner (para. 46)	Delayed implementation of projects are attributable fundamentally to the extremely poor road infrastructure, which renders the transportation of essential construction materials (mostly available only in the capital) extremely difficult. Construction projects are also affected by the prolonged rainy season (6-8 months). Moreover, the implementing partners who are interested in undertaking these projects, which have minimal overhead costs and no profit margin, generally have limited implementation capacity. Most of them find it challenging to pre-finance the final phase of the works, which is 20 per cent of the overall cost. Notwithstanding, the UNMIL field offices and the quick-impact projects management team closely monitor all projects and continuously engage the implementing partners, to ensure timely completion of the projects
The Advisory Committee welcomes the progress made and envisaged in the implementation of the "One United Nations" initiative. The Committee looks forward to receiving information on the outcome of the capacity assessment and trusts that the Secretary-General and other relevant actors within the United Nations system will make every effort to streamline human and financial resources across all the entities present in Liberia to ensure that there is no duplication of effort (para. 52)	The objective of the capacity assessment was to recommend actions and measures to be implemented in the short and medium term which would develop and/or strengthen United Nations country team capacities to coherently respond to national priorities, deliver the "One programme", facilitate the change management process and ensure a smooth transition of UNMIL. The assessment was completed in April 2012 and the report was finalized, incorporating comments from the United Nations country team, in August 2012. Recommendations include measures to avoid duplication and to streamline resources. Relevant recommendations from the assessment will be incorporated into the five-year change management action plan that has been developed in line with "Delivering as one" requirements and UNMIL transition in order to harmonize business practices in key areas, including travel, human resources, procurement and information technology

C. Board of Auditors

(A/66/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
Providing contract extensions to poorly performing vendors	
At UNMIL, the minutes of the Local Contract Committee noted the security vendors' unsatisfactory performance, but despite that, UNMIL continued to extend the vendors' contracts. The Department of Field Support informed the Board that security vendor performance is evaluated by the requisitioner and there were no negative security vendor evaluations within the 2010/11 financial period. The Board remains concerned that the vendors' contracts were extended despite increasing incidences of thefts of assets reported by the Mission (para. 106 (b))	The associated recommendation of the Board has been implemented. UNMIL has taken another security vendor on board and now has contracts with two private security companies. Contracts have been signed and deficiencies addressed
Deficiencies in contract awards	
Awards made on an exigency basis while not meeting the exigency criteria. At UNMIL, two purchase orders, for $128,778 and $139,990, respectively, were made on an exigency basis. However, the documented reasons did not meet the definition of exigency. In both cases, competitive bidding was not followed because of poor procurement planning (para. 112 (c))	The associated recommendation of the Board has been implemented. Procurement action for sole source and/or on exigency basis is initiated only upon receipt of the written approval by the Director of Mission Support
Vacancy and post management	
The Board recognizes the positive efforts by the Department of Field Support to save resources and reduce vacancy rates in missions. The Board noted, however, that at UNLB, UNAMID, UNIFIL, MINUSTAH, MONUSCO and UNMIL, there were still long-vacant posts for both international and national staff. An analysis of the current long-vacant posts showed that after the abolishment and nationalization of posts, there were still 61 posts which could be considered for abolition and nationalization based on the same criteria. The average vacant period of those posts are 37.4 months (para. 119)	The Department of Field Support and UNMIL embarked on a joint effort to reduce delays in recruitment with a view to lowering vacancy rates in the 2010/11 financial period. Training for UNMIL staff members on various processes and procedures that were previously handled by Headquarters was conducted in the first half of 2010/11 period. In August 2010, UNMIL was delegated by Headquarters most of the recruitment on-boarding functions. There has been a noted improvement in the number of long-term vacancies. As at August 2012, there was one post out of 515 approved international civilian posts that had been vacant for over 24 months and it was proposed to be utilized in support of the reconfigured structure of UNMIL in the border region. In 2011 UNMIL also started robust vacancy monitoring and weekly reporting to provide for the continual review of the requirement of all vacant posts and to increase the response time for all recruitment processes so as to resolve delays in the filling of vacant posts

Request/recommendation	*Action taken to implement request/recommendation*
Vehicle utilization	
International staff not being charged for vehicle use after working hours: The Board has previously emphasized the importance of monitoring and control of liberty usage of vehicles. For the period under review, shortcomings in this area continued to be observed. For instance, UNMIL continued not to distinguish official travel from private ones and international staff members would not be charged for the utilization of official vehicles after working hours (para. 218 (b))	The associated recommendation of the Board has been implemented. A liberty mileage policy was signed by the Director of Mission Support in August 2012

D. Office of Internal Oversight Services

(A/66/286 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
Operational risk	
In 6 of 11 missions, the Aviation Safety Councils were not fully effective in performing their functions, as meetings were not held on a quarterly basis; meeting discussions were not developed into action points; permanent members did not always attend meetings; and target dates for implementation of aviation safety recommendations were not always established. As a result, recommendations made by the Aviation Safety Assistance Teams of the Department of Field Support were outstanding for periods ranging from 6 months to 2 years. These related to critical safety controls such as: (a) adequacy of staffing of Aviation Sections and Aviation Safety Units; (b) testing of aviation emergency response plans; (c) development and implementation of standard operating procedures; and (d) adequacy of X-ray machines and maintenance of airfields at air terminals. Furthermore, 4 of 11 missions did not have an up-to-date emergency response plan and nine missions had not conducted all the required exercises and drills to test the validity of their plans and to ensure preparedness in the event of an aviation emergency. This was mainly due to inadequate staffing, security concerns and restrictions imposed by host countries. The weaknesses identified are being addressed by the missions (para. 19)	All the observations made are effectively being carried out at UNMIL. Meetings are held four times annually. Action items arising from the Aviation Safety Council meetings are cross-cutting between UNMIL and the Government of Liberia and are given datelines for implementation, which are followed by the Regional Aviation Safety Office for West Africa for full implementation. However, action items that involve the action from the Government of Liberia or agencies are difficult to track, with many of them outstanding

Request/recommendation	*Action taken to implement request/recommendation*
Only 1 of the 10 missions (excluding UNSOA which had no aviation assets) had fully developed and integrated the aviation operational risk management framework into its aviation operations. The implementation of the aviation operational risk management policy, which is an integral part of the aviation risk management framework, entails a decision-making process to address associated risks. The following were noted in at least 1 of the 9 audited missions that had not fully implemented the policy: (a) lack of finalized standard operating procedures; (b) operational risk management methodology not applied to all aviation operations; or (c) an implementation task group on the policy had not formally been established or had not been active; (d) lack of comprehensive training on operational risk management and aviation safety management. Delays in implementing operational risk management were mainly attributed to the lack of: capacity within the missions to implement the policy; commitment of missions management; and awareness among staff about aviation safety matters. The weaknesses are being addressed by the missions in collaboration with the Department of Field Support (para. 20)	UNMIL and UNOCI have developed operational risk management standard operating procedures, which are effectively being implemented in daily aviation activities. The procedures were signed by the UNMIL Director of Mission Support on 16 September 2011. The aviation risk management decision-making protocol is in the UNMIL standard operating procedures. The Operational Risk Management Implementation Tasking Group, which comprises the Regional Aviation Safety Office, the Chief Aviation Officer, Chief Air Operations, Chief Airfield Management, Aviation Security, United Nations police, Movement Control and Force Air Operations, completed its tasks in 2008 by developing operational risk management checklists and standard operating procedures, which are effectively being used to date. Formal training was conducted by the International Air Transport Association in May 2011 for all aviation, movement control, aviation safety and security staff. Other effective training is being done through group discussions and safety briefings in order not to interrupt daily operations. UNMIL management is totally supportive of operations risk management. UNMIL has qualified Regional Air Safety Office — West Africa officers conducting training, monitoring and oversight functions
Strategy risk	
Electoral support. The Mission established an election team in January 2011 and proposed a budget for the establishment of electoral support capacity to complement the United Nations Development Programme (UNDP) election team co-located with the National Elections Commission. As of April 2011, there was no clear UNMIL strategy or plan of action for electoral assistance. There was also a lack of appropriate electoral support structure and capacity in UNMIL, which could diminish its ability to identify the electoral support needs of the Government of Liberia and take appropriate remedial actions in a timely manner. UNMIL indicated that since October 2010 support to the elections had been coordinated through the meetings of the joint UNMIL/UNDP Electoral Task Force and that a detailed plan had to be premised on gaps in national capacities, as Security Council resolution 1938 (2010) indicated that support was "upon request" (para. 80)	UNMIL provided logistical support, particularly to facilitate access to remote areas, coordinated international electoral assistance and supported Liberian institutions and political parties as well as provided its good offices in creating an atmosphere conducive to the conduct of peaceful elections. Meetings were held with the Elections Task Force, including the National Elections Commission, UNDP, the International Foundation for Electoral Systems, donors and other stakeholders, prior to the referendum and presidential and legislative elections as well as by-elections in Sinoe and Montserrado counties

Request/recommendation	*Action taken to implement request/recommendation*
Operational risk	
Fuel management. Fuel data recorded in the mission electronic fuel accounting system and the CarLog system to monitor and account for fuel were unreliable. Data in the fuel accounting and CarLog systems were not consistently updated and reconciled to show actual fuel usage, resulting in unexplained differences between the volumes of fuel reported as issued and received by Fuel, Aviation and Receiving and Inspection Units and contingents. Fuel attendants were performing incompatible functions by both dispensing fuel for vehicles and recording related transactions in the relevant system. Furthermore, strategic fuel reserves maintained by the fuel supply contractor were below the contracted level. UNMIL agreed to strengthen internal controls over the issuance, receipt and use of fuel and to ensure contractor compliance with the provisions of the fuel contract (para. 81)	UNMIL has put in place the following measures: All contingents have been trained on fuel management with respect to report preparations and submissions every month. Two training sessions have been conducted and regular trainings are now carried out based on troop rotations Reconciliation of quantities of fuel received from the contractor with the quantities received by each fuel station. Monthly reconciliation of JET A1 quantities issued to aircraft with the Aviation Section as well as with the contractor for Roberts International Airport and Spriggs airfield Reconciliation of quantities received from the supplier with the quantities invoiced on a monthly basis. Random checks on the Mission Electronic Fuel Accounting System against fuel issue log sheets are carried out as well as random stock taking of strategic fuel reserves at the contractor's facility to ensure that the contractor's compliance with the provision of the contract are carried out Contingents are submitting their monthly fuel consumption reports and these are being checked and any anomalies followed up accordingly. They are being checked against the fuel station reports for consistency. Copies of insurance certificates taken by the contractor covering stocks at their facilities (including the strategic fuel reserve) are maintained All detected anomalies are initially investigated by the Fuel Unit before referring the same to Security for more in-depth investigation. Random stock takes at all our fuel stations are carried out
Procurement management	
There were several control weaknesses in the procurement of vehicle maintenance services resulting in exorbitant rates by vendors in subcontractual relationships. UNMIL was overcharged by approximately $442,000 for these services. UNMIL subsequently strengthened internal controls over procurement activities (para. 82)	UNMIL has successfully strengthened internal controls resulting in implementation of the associated recommendation

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

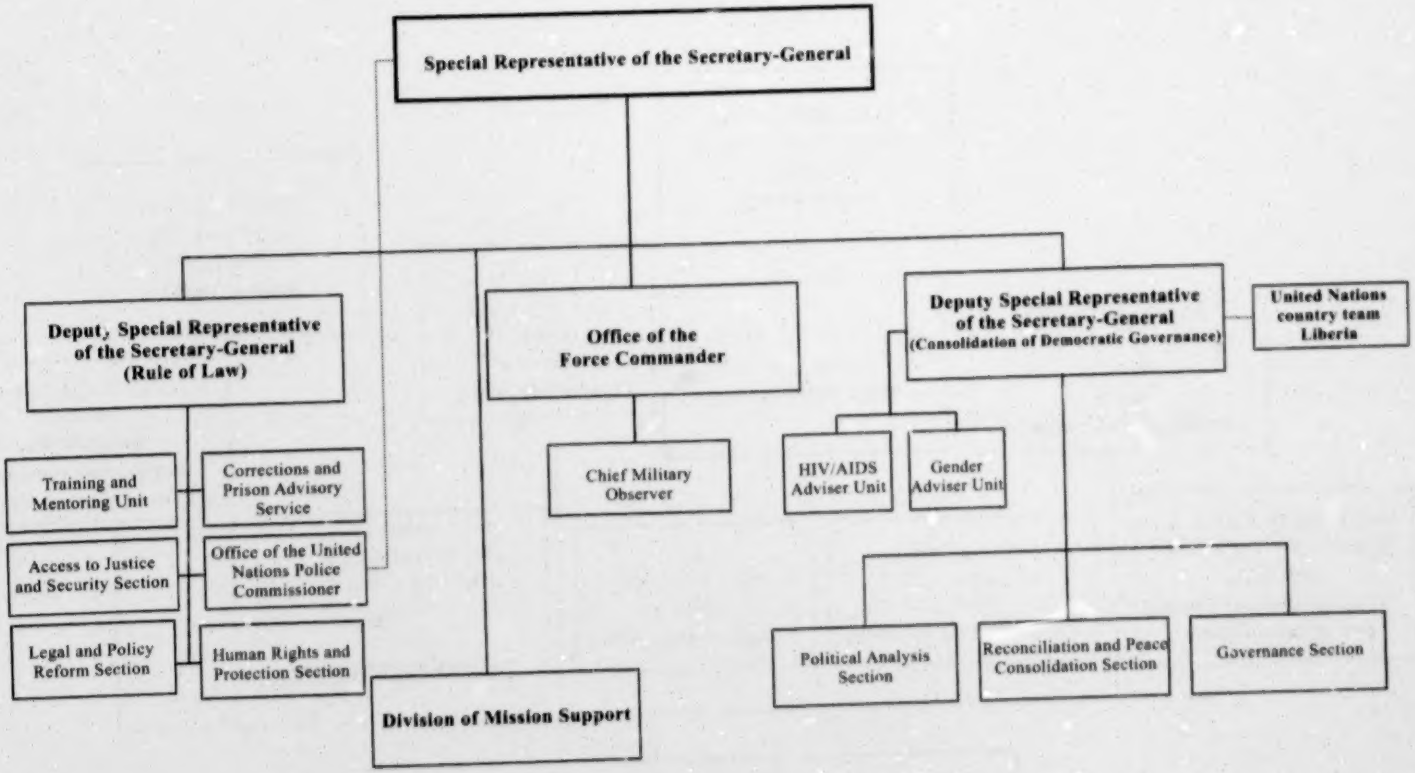
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

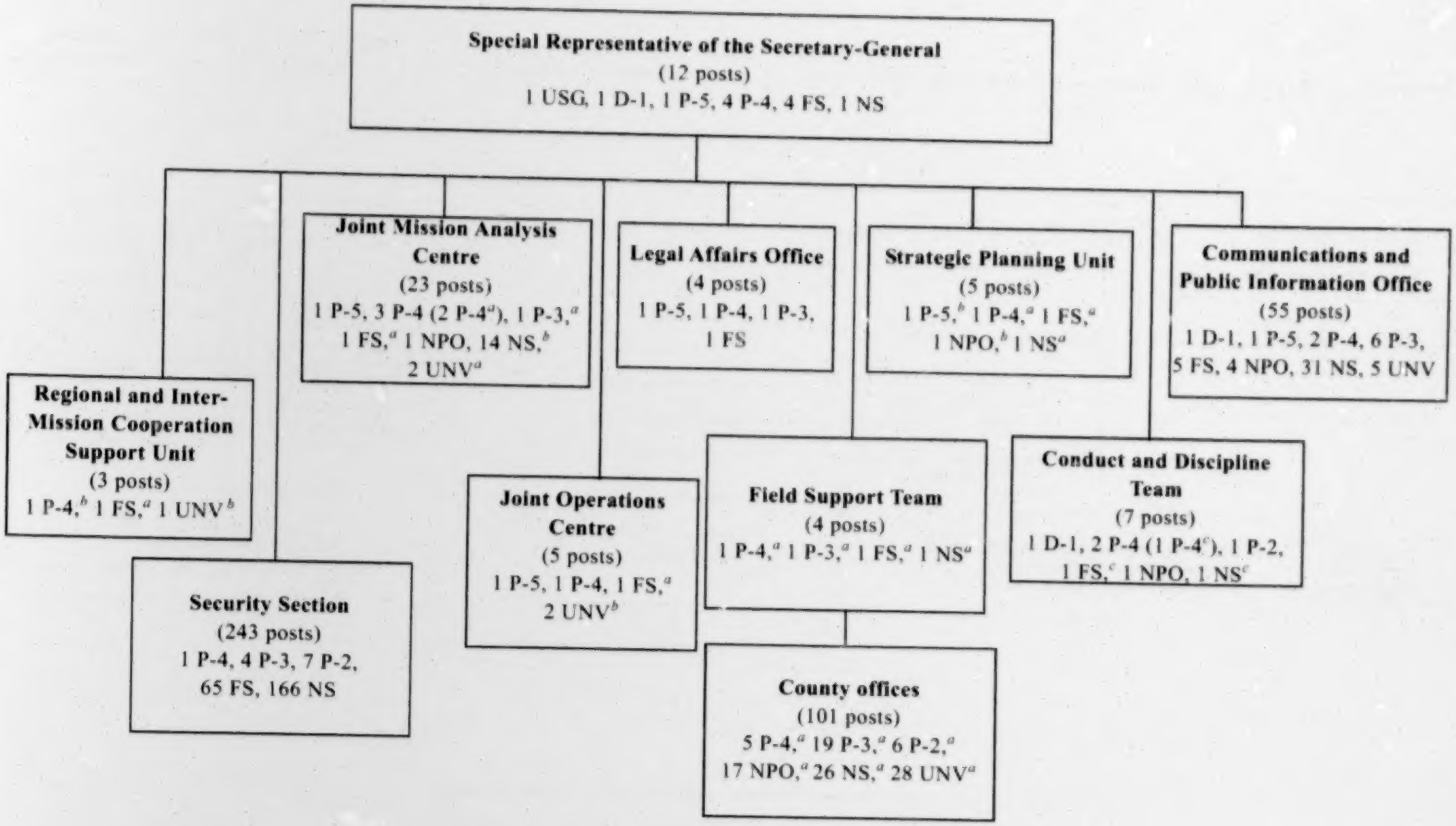
Organization charts

A. United Nations Mission in Liberia


Special Representative of the Secretary-General
Deput, Special Representative of the Secretary-General (Rule of Law)
Office of the Force Commander
Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance)
United Nations country team Liberia
Training and Mentoring Unit
Corrections and Prison Advisory Service
Access to Justice and Security Section
Office of the United Nations Police Commissioner
Legal and Policy Reform Section
Human Rights and Protection Section
Chief Military Observer
HIV/AIDS Adviser Unit
Gender Adviser Unit
Political Analysis Section
Reconciliation and Peace Consolidation Section
Governance Section
Division of Mission Support

Abbreviations: USG: Under-Secretary-General; ASG: Assistant Secretary-General; FS: Field Service; NPO: National Professional Officer, NS: national General Service; UNV: United Nations Volunteer.

B. Office of the Special Representative of the Secretary-General


Special Representative of the Secretary-General
(12 posts)
1 USG, 1 D-1, 1 P-5, 4 P-4, 4 FS, 1 NS
Regional and Inter-Mission Cooperation Support Unit
(3 posts)
1 P-4,[b] 1 FS,[a] 1 UNV[b]
Security Section
(243 posts)
1 P-4, 4 P-3, 7 P-2, 65 FS, 166 NS
Joint Mission Analysis Centre
(23 posts)
1 P-5, 3 P-4 (2 P-4[a]), 1 P-3,[a] 1 FS,[a] 1 NPO, 14 NS,[b] 2 UNV[a]
Joint Operations Centre
(5 posts)
1 P-5, 1 P-4, 1 FS,[a] 2 UNV[b]
Legal Affairs Office
(4 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS
Field Support Team
(4 posts)
1 P-4,[a] 1 P-3,[a] 1 FS,[a] 1 NS[a]
County offices
(101 posts)
5 P-4,[a] 19 P-3,[a] 6 P-2,[a] 17 NPO,[a] 26 NS,[a] 28 UNV[a]
Strategic Planning Unit
(5 posts)
1 P-5,[b] 1 P-4,[a] 1 FS,[a] 1 NPO,[b] 1 NS[a]
Conduct and Discipline Team
(7 posts)
1 D-1, 2 P-4 (1 P-4[c]), 1 P-2, 1 FS,[c] 1 NPO, 1 NS[c]
Communications and Public Information Office
(55 posts)
1 D-1, 1 P-5, 2 P-4, 6 P-3, 5 FS, 4 NPO, 31 NS, 5 UNV

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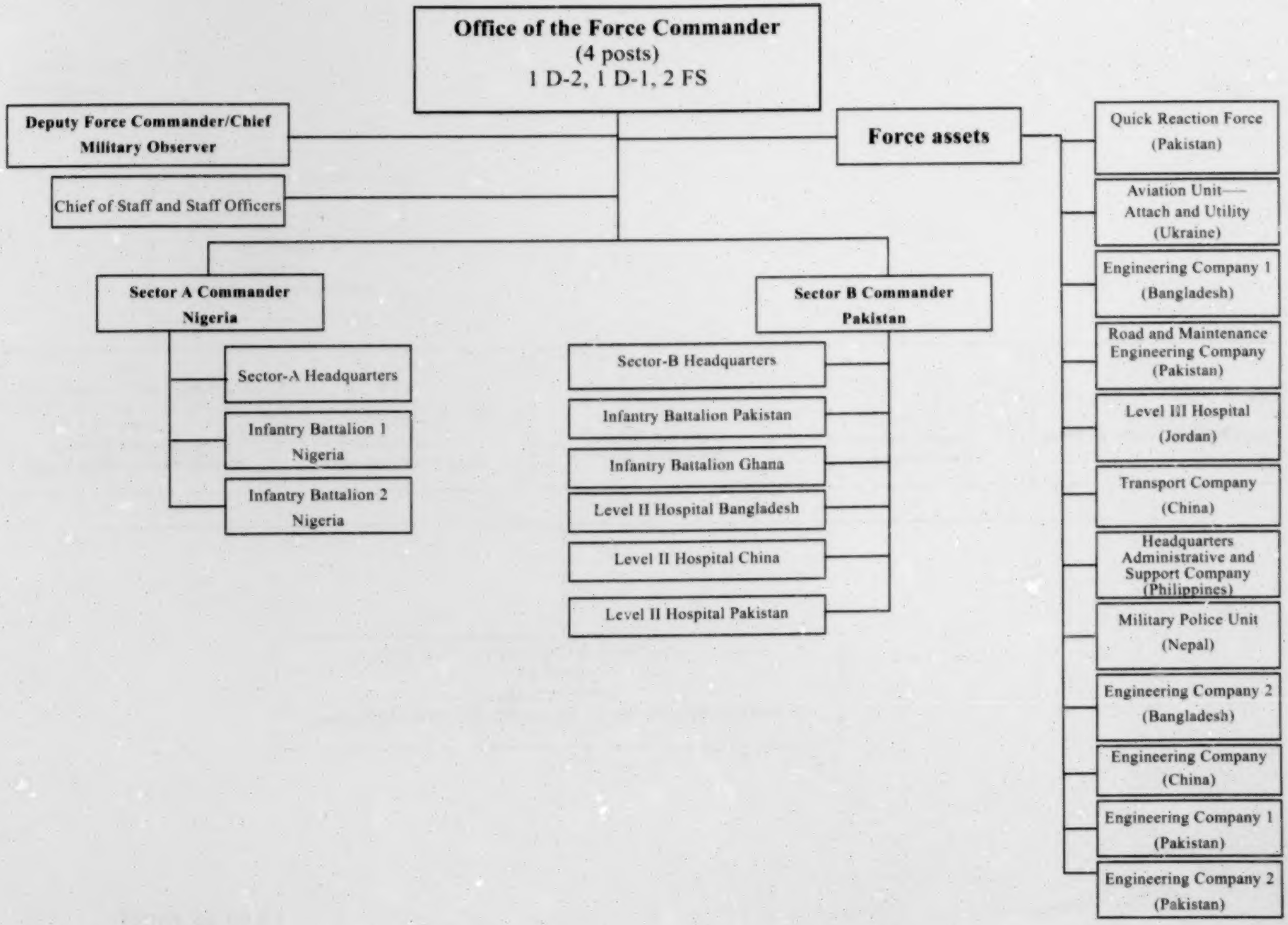
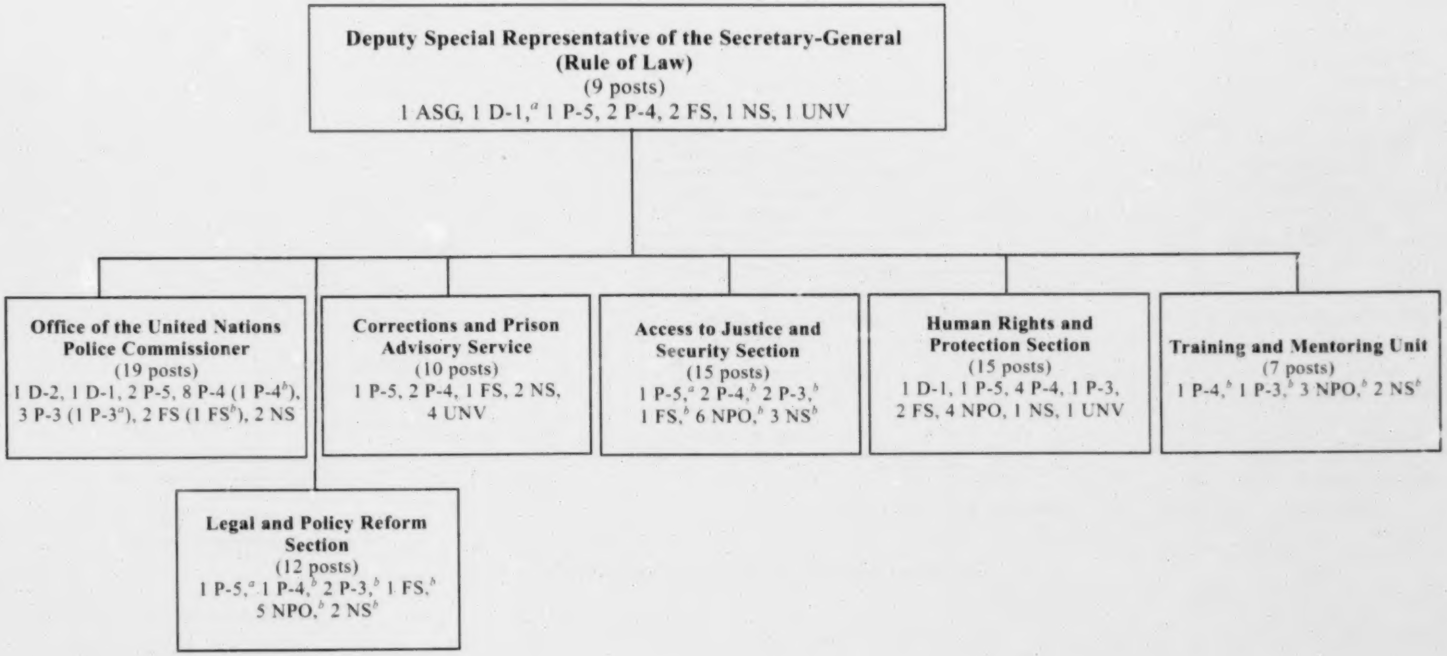
[a] Redeployment.
[b] Reassignment.
[c] Conversion.

C. Military operations


Office of the Force Commander
(4 posts)
1 D-2, 1 D-1, 2 FS
Deputy Force Commander/Chief Military Observer
Chief of Staff and Staff Officers
Force assets
Quick Reaction Force (Pakistan)
Aviation Unit— Attach and Utility (Ukraine)
Engineering Company 1 (Bangladesh)
Road and Maintenance Engineering Company (Pakistan)
Level III Hospital (Jordan)
Transport Company (China)
Headquarters Administrative and Support Company (Philippines)
Military Police Unit (Nepal)
Engineering Company 2 (Bangladesh)
Engineering Company (China)
Engineering Company 1 (Pakistan)
Engineering Company 2 (Pakistan)
Sector A Commander Nigeria
Sector-A Headquarters
Infantry Battalion 1 Nigeria
Infantry Battalion 2 Nigeria
Sector B Commander Pakistan
Sector-B Headquarters
Infantry Battalion Pakistan
Infantry Battalion Ghana
Level II Hospital Bangladesh
Level II Hospital China
Level II Hospital Pakistan

D. Office of the Deputy Special Representative of the Secretary-General (Rule of Law)


Deputy Special Representative of the Secretary-General (Rule of Law)
(9 posts)
1 ASG, 1 D-1,[a] 1 P-5, 2 P-4, 2 FS, 1 NS, 1 UNV
Office of the United Nations Police Commissioner
(19 posts)
1 D-2, 1 D-1, 2 P-5, 8 P-4 (1 P-4[b]), 3 P-3 (1 P-3[a]), 2 FS (1 FS[b]), 2 NS
Corrections and Prison Advisory Service
(10 posts)
1 P-5, 2 P-4, 1 FS, 2 NS, 4 UNV
Access to Justice and Security Section
(15 posts)
1 P-5,[a] 2 P-4,[b] 2 P-3,[b] 1 FS,[b] 6 NPO,[b] 3 NS[b]
Human Rights and Protection Section
(15 posts)
1 D-1, 1 P-5, 4 P-4, 1 P-3, 2 FS, 4 NPO, 1 NS, 1 UNV
Training and Mentoring Unit
(7 posts)
1 P-4,[b] 1 P-3,[b] 3 NPO,[b] 2 NS[b]
Legal and Policy Reform Section
(12 posts)
1 P-5,[a] 1 P-4,[b] 2 P-3,[b] 1 FS,[b] 5 NPO,[b] 2 NS[b]

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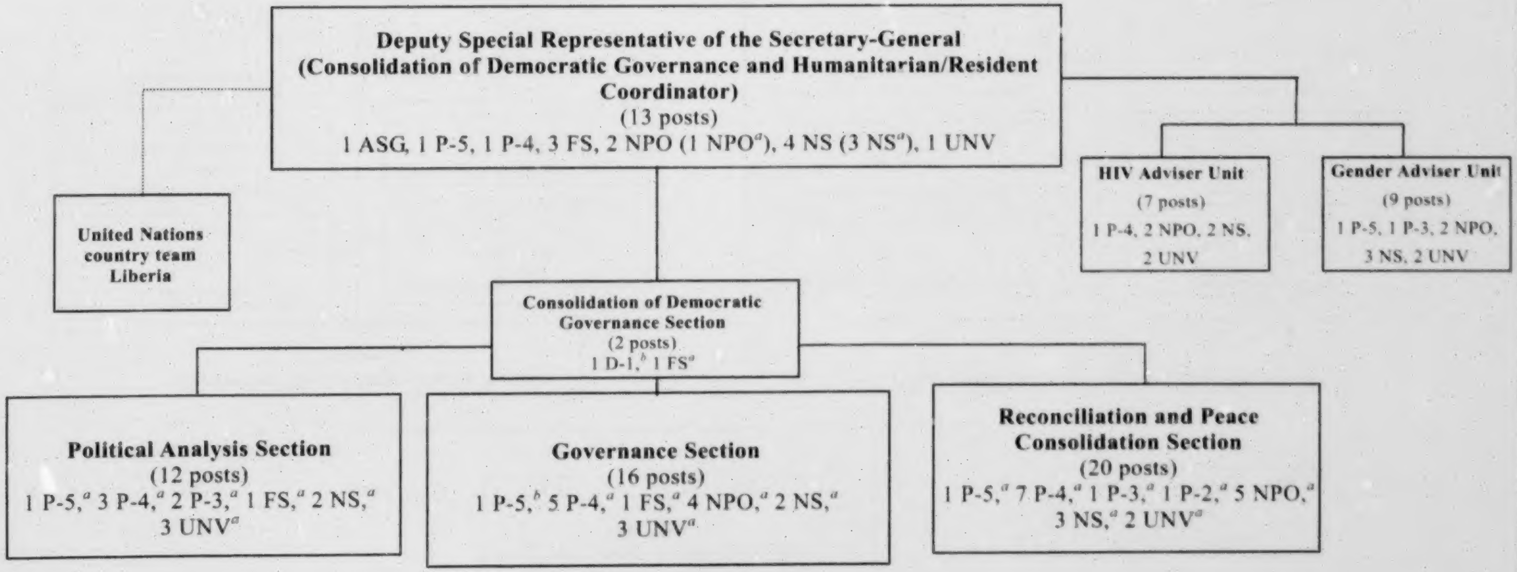
[a] Reassignment.

[b] Redeployment.

E. Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian/Resident Coordinator



Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance and Humanitarian/Resident Coordinator)
(13 posts)
1 ASG, 1 P-5, 1 P-4, 3 FS, 2 NPO (1 NPO[a]), 4 NS (3 NS[a]), 1 UNV

United Nations country team Liberia

HIV Adviser Unit
(7 posts)
1 P-4, 2 NPO, 2 NS, 2 UNV

Gender Adviser Unit
(9 posts)
1 P-5, 1 P-3, 2 NPO, 3 NS, 2 UNV

Consolidation of Democratic Governance Section
(2 posts)
1 D-1,[b] 1 FS[a]

Political Analysis Section
(12 posts)
1 P-5,[a] 3 P-4,[a] 2 P-3,[a] 1 FS,[a] 2 NS,[a] 3 UNV[a]

Governance Section
(16 posts)
1 P-5,[b] 5 P-4,[a] 1 FS,[a] 4 NPO,[a] 2 NS,[a] 3 UNV[a]

Reconciliation and Peace Consolidation Section
(20 posts)
1 P-5,[a] 7 P-4,[a] 1 P-3,[a] 1 P-2,[a] 5 NPO,[a] 3 NS,[a] 2 UNV[a]

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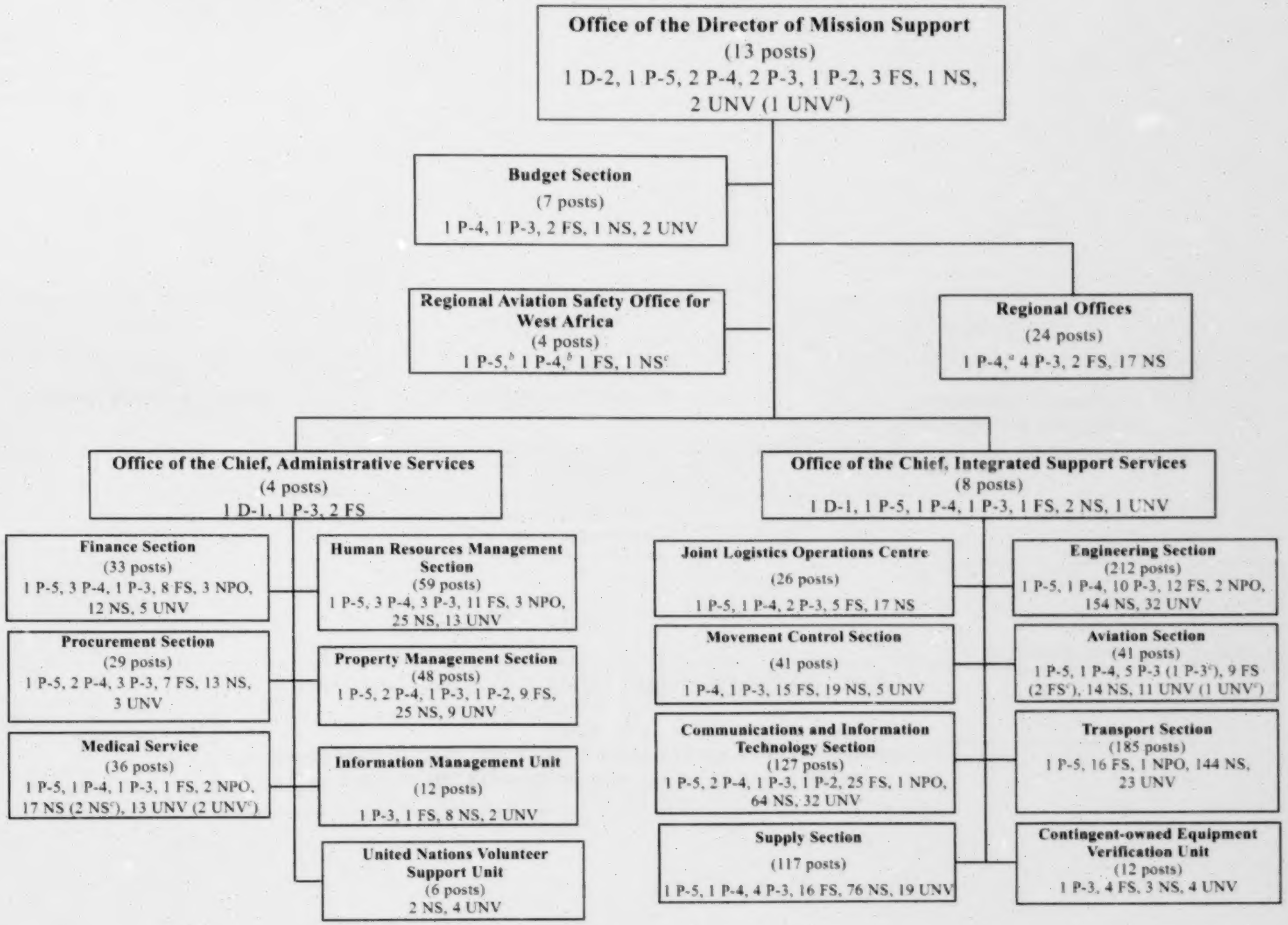
[a] Redeployment.

[b] Reassignment.

F. Division of Mission Support



Office of the Director of Mission Support
(13 posts)
1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2, 3 FS, 1 NS, 2 UNV (1 UNV[a])

Budget Section
(7 posts)
1 P-4, 1 P-3, 2 FS, 1 NS, 2 UNV

Regional Aviation Safety Office for West Africa
(4 posts)
1 P-5,[b] 1 P-4,[b] 1 FS, 1 NS[c]

Regional Offices
(24 posts)
1 P-4,[a] 4 P-3, 2 FS, 17 NS

Office of the Chief, Administrative Services
(4 posts)
1 D-1, 1 P-3, 2 FS

Finance Section
(33 posts)
1 P-5, 3 P-4, 1 P-3, 8 FS, 3 NPO, 12 NS, 5 UNV

Human Resources Management Section
(59 posts)
1 P-5, 3 P-4, 3 P-3, 11 FS, 3 NPO, 25 NS, 13 UNV

Procurement Section
(29 posts)
1 P-5, 2 P-4, 3 P-3, 7 FS, 13 NS, 3 UNV

Property Management Section
(48 posts)
1 P-5, 2 P-4, 1 P-3, 1 P-2, 9 FS, 25 NS, 9 UNV

Medical Service
(36 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS, 2 NPO, 17 NS (2 NS[c]), 13 UNV (2 UNV[c])

Information Management Unit
(12 posts)
1 P-3, 1 FS, 8 NS, 2 UNV

United Nations Volunteer Support Unit
(6 posts)
2 NS, 4 UNV

Office of the Chief, Integrated Support Services
(8 posts)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 FS, 2 NS, 1 UNV

Joint Logistics Operations Centre
(26 posts)
1 P-5, 1 P-4, 2 P-3, 5 FS, 17 NS

Engineering Section
(212 posts)
1 P-5, 1 P-4, 10 P-3, 12 FS, 2 NPO, 154 NS, 32 UNV

Movement Control Section
(41 posts)
1 P-4, 1 P-3, 15 FS, 19 NS, 5 UNV

Aviation Section
(41 posts)
1 P-5, 1 P-4, 5 P-3 (1 P-3[c]), 9 FS (2 FS[c]), 14 NS, 11 UNV (1 UNV[c])

Communications and Information Technology Section
(127 posts)
1 P-5, 2 P-4, 1 P-3, 1 P-2, 25 FS, 1 NPO, 64 NS, 32 UNV

Transport Section
(185 posts)
1 P-5, 16 FS, 1 NPO, 144 NS, 23 UNV

Supply Section
(117 posts)
1 P-5, 1 P-4, 4 P-3, 16 FS, 76 NS, 19 UNV

Contingent-owned Equipment Verification Unit
(12 posts)
1 P-3, 4 FS, 3 NS, 4 UNV

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[a] Redeployment.
[b] Reclassification.
[c] Reassignment.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To improve the quality of life of the Liberian people and promote sustainable and equitable socioeconomic development by ensuring a secure environment where peace and the rule of law are upheld ($14,226,109-United Nations country team)	• Liberia has an improved, inclusive Rule of Law framework for effective administration of and equitable access to justice in compliance with international human rights standards • Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional, county and local levels • Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels	• Legal framework on harmonization of customary and statutory justice systems developed in compliance with international human rights standards • Liberia Independent National Commission on Human Rights strengthened to implement its mandate to improve the human rights situation • Enhanced protection of vulnerable groups in the justice system, including women, children, refugees, internally displaced persons and persons with disabilities • Improved public knowledge of legal rights and remedies for access to justice • Increased institutional and professional capacity of rule-of-law institutions to effectively administer justice • Transitional justice, as captured in the Strategic Road Map for National Healing, Peacebuilding and Reconciliation, enhanced • Women, youth and vulnerable groups empowered to participate and assume leadership roles for peacebuilding and national reconciliation • Regional hubs in place with capacity to deliver services • Security sector oversight, accountability and management structures enhanced	• United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Educational, Scientific and Cultural Organization (UNESCO) Ministry of Planning and Economic Affairs, Governance Commission

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Enhanced female empowerment in security sector institutions	
To transform the economy to meet the demands of Liberians by leveraging the foreign direct investment in mining and plantations to develop the domestic private sector; provide employment for youthful population; invest in infrastructure for economic growth; address fiscal and monetary issues for macroeconomic stability; and improve agriculture to expand the economy for rural participation and food security ($34,313,660-United Nations country team)	• Improved sustainable natural resource utilization and food security • Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas • Improved access to sustainable basic infrastructure • Improved evidence-based policies to maintain a stable and inclusive macroeconomic environment	• Agricultural production and productivity of smallholder farmers increased and diversified • Value-added post-harvest food processing, facilities and market linkages for smallholder farmer organizations expanded • Productive safety nets with focus on smallholder youth and women farmers expanded in selected target areas • Utilization of Natural Resources (land, water and forest) improved • Capacities of public and community-level institutions to coordinate, deliver and monitor food security programmes increased • Strengthened capacities for promotion and implementation of labour and employment policies, legislation and partnerships • Mechanisms developed to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2017 • Increased access to business development services and quality vocational training, focusing on employment creation, micro, small and medium enterprises development targeting youth, women and persons with disabilities • Enhanced access to sustainable financial services, market linkages and value chain upgrading for micro, small and medium enterprises, with a special focus on the rural areas	• World Bank • UNDP, World Food Programme (WFP), Food and Agriculture Organization of the United Nations (FAO), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNFPA, United Nations Office for Project Services (UNOPS), Ministry of Finance, Ministry of Planning, Ministry of Agriculture, Ministry of Labour

Priorities	Outcomes	Outputs	Lead, partners, mechanism
		• National urban development strategy, plans and legal framework prepared and capacities strengthened for implementation by 2017 • Policy framework developed for increasing access to adequate and affordable housing and capacity of National Housing Authority strengthened for implementation by 2017 • Agricultural and marketing infrastructure expanded • Enhanced capacities of national agencies for on-grid and off-grid electricity provision, with a particular focus on providing alternative energy sources to rural communities by 2017 • Enhanced national and local capacities for macroeconomic modelling and policy research, development and advocacy with focus on data collection, analysis and utilization towards effective socioeconomic surveillance and monitoring development results, including the Millennium Development Goals, by 2017 • Strengthened national framework for regional and global economic cooperation and integration towards macroeconomic harmonization and convergence by 2017, with a focus on international trade • Strengthened capacities for fiscal and monetary policy management, including in gender-responsive budgeting, with a focus on financial systems automation, soundness of fiscal policy, debt management and efficacy and transparency of spending	

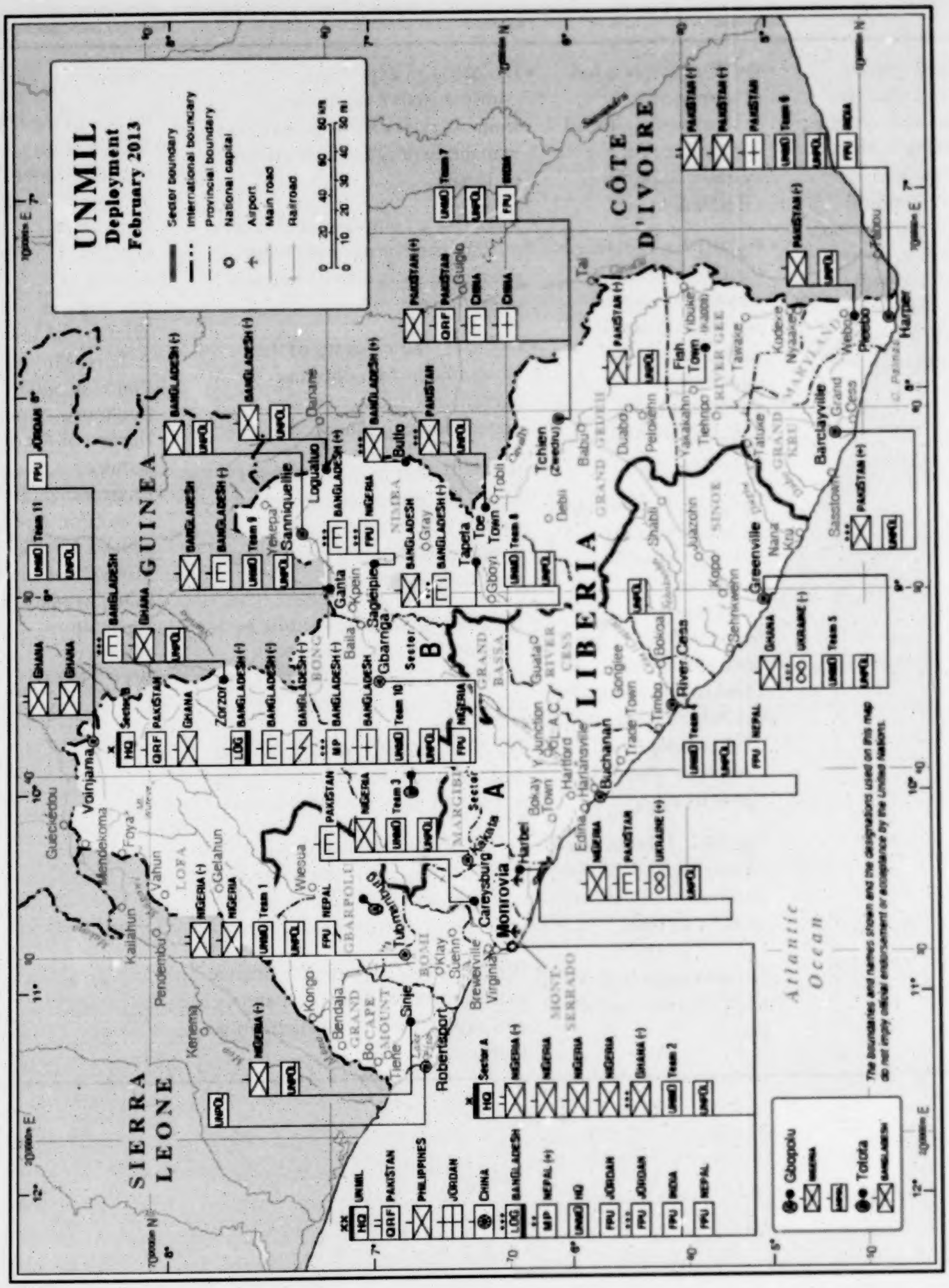
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To improve quality of life by investing in quality education; affordable and accessible quality health care, social protection for vulnerable citizens, and equitable access to environmentally friendly water and sanitation services ($13,534,109-United Nations country team)	• The population has increased access to and utilization of equitable, affordable and quality health and nutrition services • Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals • Vulnerable households and groups benefit from appropriate social protection services and systems • The population has increased the utilization of safe water and the practice of safe sanitation and hygiene in underserved areas • Scaled up access to and utilization of HIV prevention, treatment, care and support services	• Strengthened national capacity to provide comprehensive maternal and newborn health services with emphasis on the most vulnerable and marginalized communities in compliance with national policies • Women and adolescents have increased awareness and knowledge related to maternal and newborn health-care information and services • Capacity of the Ministry of Health and Social Welfare strengthened to implement and monitor the essential package of health services at all levels, within a human rights framework • Enhanced technical capacity of health workers and community volunteers for increased coverage of case management of common childhood illness at the community level • National capacity enhanced to maintain immunization coverage over 90 percent in all counties • Enhanced capacity of health workers and community volunteers to deliver essential nutrition interventions with decentralized service delivery at the community level • Caregivers knowledge and skills enhanced to carry out optimal feeding and care practices in children below two years with a focus in the south-eastern counties and among the urban poor • A holistic early childhood development approach designed, modelled and piloted	• United Nations Children's Fund, Partners: UN-Women, WFP, UN-Habitat, World Health Organization, UNFPA, UNDP, International Organization for Migration (IOM), Ministry of Planning and Economic Affairs, Ministry of Education, Ministry of Health and Social Welfare

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Children's learning level in basic education improved • Education management system strengthened, including the decentralization process • Expanded post-basic education provision strengthened • Alternative basic education for out-of-school children, youth, women and persons with disabilities designed and implemented • Increased Government ownership and implementation of effective school feeding programmes in low-performing areas • Integrated curriculum and increased understanding among children, youth and the general public of peace, tolerance and national identity • The capacity of relevant actors to manage social welfare cases, monitor residential facilities, and promote family-based care is improved • Birth registration services available across the country • A safe and secure environment for survivors and individuals at risk of violence, harmful traditional practices, exploitation, discrimination, abuse and neglect exists across the country • Government of Liberia capacity to coordinate and deliver social protection services is enhanced • Vulnerable populations, especially youth, are better prepared for work and have increased opportunities for transitional income-generation	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• The most vulnerable households and individuals receive appropriate safety net transfers • 400,000 persons have improved water and sanitation services and knowledge of safe hygiene practices, in underserved areas • 500 additional primary schools and 50 health facilities have implemented the water, sanitation and hygiene (WASH) package in underserved areas • WASH governing bodies established • Effective WASH sector capacity is strengthened at the central and county levels • Financial management capacity in WASH sector is strengthened at the central level • Increased knowledge and understanding of the causes of HIV infection and measures of prevention among youth and adolescents • Increased number of women accessing antiretroviral drugs/therapy services • National AIDS Commission capacity strengthened to implement the multisectoral and decentralized national HIV response • Increase in the number of people living with HIV accessing quality care, treatment and support services	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability, justice for all and that will strengthen peace ($14,632,175-United Nations country team)	• By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively • By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens • By 2017, Liberia has an effective and efficient natural resources management framework enabling the transparent, accountable and equitable distribution of economic benefits and protection of the rights of all • By 2017, Liberia has an improved and decentralized public sector and civil service, providing fair and accountable basic services to the people	• By 2015, an expanded, comprehensive regulatory framework for natural resources management is formulated and endorsed • By 2016, a complaint and redress mechanism for natural resources management is established and operational • By 2015, the capacity of the Government for contracts, agreements and concessions negotiations is enhanced • By 2015, county governments have operational and technical capacity to formulate and implement county development plan and budget • By 2016, capacity of public sector institutions is enhanced with clearly defined mandates, structures and function • By 2016, county service delivery and outreach are informed by the needs and priorities of citizens • By 2016, the national disaster risk reduction policy is implemented and supported by a commission with clearly defined mandates • By 2015, effective public finance management with a transparency and accountability mechanism is instituted	• UNDP • Office of the United Nation High Commissioner for Refugees, World Bank, IOM, UNOPS, UNFPA, UNESCO, UN-Habitat, Ministry of Internal Affairs, Ministry of Planning and Economic Affairs, Bureau of Maritime Affairs , Environmental Protection Agency, Liberia Fire Service, Ministry of Justice, FDA, Ministry of Agriculture, Ministry of Housing, WFP, UNMIL

Map


UNMIL
Deployment
February 2013
Sector boundary
International boundary
Provincial boundary
National capital
Airport
Main road
Railroad
0 10 20 30 40 50 km
0 10 20 30 50 mi
SIERRA LEONE
GUINEA
LIBERIA
CÔTE D'IVOIRE
Atlantic Ocean
Sector A
Sector B
Monrovia
Voinjama
Zorzor
Gbarnga
Sanniquellie
Tapeta
Zwedru
Greenville
Buchanan
River Cess
Harper
Barclayville
Fish Town
Robertsport
Tubmanburg
Kakata
Bensonville
Kenema
Kailahun
Foya
LOFA
BONG
NIMBA
GBARPOLU
BOMI
GRAND CAPE MOUNT
MONTSERRADO
MARGIBI
GRAND BASSA
RIVER CESS
SINOE
GRAND GEDEH
RIVER GEE
GRAND KRU
MARYLAND
Gbopolu
Totota
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